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ABSTRACT

This Systems and Procedures Exchange Center (SPEC) kit, an update of a 1975 kit, considers trends in the development and use of goals and objectives statements in Association of Research Libraries (ARL) member institutions, as illustrated in documents received in response to an August 1979 SPEC survey. The kit comprises: documents on developing and using goals and objectives from Duke University, University of Notre Dame, Texas A&M University, Pennsylvania State University, and McGill University; and goals and objectives statements from Michigan State University, Texas A&M University, University of Massachusetts-Amherst, University of Maryland-College Park, University of Cincinnati, Iowa State University, University of California-Riverside, Southern Illinois University, Duke University, University of Notre Dame, Washington University, Pennsylvania State University, and University of North Carolina-Chapel Hill. The concise summary that introduces the collection focuses on the development of goals and objectives, use of goals and objectives, and related trends and issues. (THC)

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October 1979

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Goals and Objectives

Kit 58

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October 1979, No. 58

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Systems and Procedures Exchange Center

ISSN 0160 3574

GOALS AND OBJECTIVES IN ARL LIBRARIES

In the past four years, many ARL libraries have developed mission statements and broad objectives — often as part of a university-wide planning program — and a smaller number have initiated goals and objectives programs by the unit and/or individual levels. Yet the value of working through a goals and objectives procedure is being questioned at some institutions which view it as a time-consuming process that can lead only to the confirmation of the status quo. This SPEC Flyer and Kit, an update of the January 1975 Flyer and Kit #15, considers trends in the development and use of goals and objectives statements as illustrated in documents received in response to an August 1979 SPEC survey of ARL libraries.

DEVELOPMENT OF GOALS AND OBJECTIVES

The typical approach to developing goals and objectives in academic libraries has been to work through a hierarchy of mission statement, library objectives, and shorter range, more specific goals for specific departments and/or units. Libraries' mission statements present in one or two sentences the fundamental reason(s) for the library's existence and often tie the library's mission to that of the university. Long-range objectives, usually around ten in number, present the library's major programs which, in the aggregate, represent the library's approach to achieving its mission. While the mission and long-range objectives can tend to be somewhat idealistic, they do serve to describe to the library's clientele and staff its priorities and programmatic directions.

At the more specific level of developing unit and individual goals, many libraries have found that it is useful to develop performance standards, or measures of success, to accompany them. At issue is the need to know when an individual or a unit has been successful in fulfilling its goals. While quantitative standards have been relatively easy to develop for technical service units, difficulties have existed for specifying standards for public service units. Typically, many public service goals are not amenable to quantification and require efforts at specifying the subjective: That is, of describing as specifically as possible how, for example, a reference librarian knows when he or she has completed a successful reference transaction. Similarly, it has been difficult for reference units to develop strictly quantitative standards when the number of reference questions handled at a reference desk depends to a large degree on factors beyond the staff's control. Consequently the emphasis tends to be placed on qualitative standards which are impossible to measure objectively, but which can, with some effort, be described specifically enough to be subjectively observed.

THE USE OF GOALS AND OBJECTIVES

Many libraries have found that while mission statements and long-range objectives can provide a useful, even necessary, framework for planning and decision-making, the major benefits of a goals and objectives program occur at the departmental and unit level. For it is at this level that the specifics of the library's work are defined and carried out. The

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process of setting unit goals, typically with all unit staff participating, has proven valuable in developing a shared understanding of priorities. It has also proven to be useful as a mechanism for the regular, periodic review of progress within units and has served as a vehicle for the ongoing planning of units' efforts.

As communication devices, a library's written goals and objectives statement can describe its intentions to users and university administrators and can serve as a test of those intentions against user needs and expectations. However, the development or review of goals and objectives can also provide an opportunity for the library to involve groups external to the library in its planning process. So while the library can to some degree define realistic user expectations simply by determining library program emphases, that definition can be actively influenced by the users at the goal development stage. This approach recognizes that a library's mission and objectives are not immutable and that they require constant review and revision to remain in tune with the external world.

A final step in the goals and objectives process for some libraries has been the movement toward using individual performance goals as the basis for performance evaluation. They have found that individuals as well as organizational units and departments can benefit from a formal planning process that determines priorities and plans activities and tasks accordingly.

TRENDS AND NEEDS

Based on goals and objectives statements issued since 1975, it is clear that some libraries have initiated goals and objectives programs, only to discontinue them later. In some instances new library administrators have discontinued existing programs; in others, the time expended on maintaining and operating the system has proven to be unacceptable. In still others, staff skepticism has led to ineffective goals and objectives programs. Other libraries have maintained successful programs through wide staff involvement in program design, ongoing administrative and institutional support, and staff willingness to test a goals program for its value to them as a process for planning, organizing, and assessing their work. In addition, several libraries have provided training in unit goal-setting, individual goal-setting, and goals-based performance evaluation to staff when initiating a goals and objectives program and have maintained a training capability for new staff and supervisors.

Several characteristics can assist a goals and objectives system in serving as an effective management tool. The system must enjoy the support and commitment of the library administration. That is, it must be a formal part of the organization's operations, with administrative reviews and controls oriented toward the ongoing renewal of goals throughout the library. Differences in the ways people work and the tasks of particular departments and units require flexibility in any goals system. For example, the ability of developing quantitative measures of success will vary between a catalog department and a reference department. Similarly, some departments or units will need to review their goals more frequently than others because they are involved in projects rather than ongoing tasks. Staff training and commitment are also required. While goals and objectives programs offer added opportunities for librarians to reflect on their work, plan their future work and determine priorities, this will only occur to the degree that individuals recognize those opportunities and take advantage of them.

The Kit on Goals and Objectives (#58, October 1979, 98 pages) contains 5 documents on developing and using goals and objectives, and 14 goals and objectives statements. SPEC Kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C., 20036. Individual kits may be purchased — prepaid only — for $15.00 (U.S.) plus a $2.00 per order handling charge, with checks made payable to "ARL Office of Management Studies.".

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GOALS AND OBJECTIVES IN ARL LIBRARIES

KIT #58 OCTOBER 1979

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DEVELOPING AND USING GOALS AND OBJECTIVES

methodology

Libraries can no longer escape planning. Indeed, the libraries at Duke University today are the result of planning. More importantly, the Libraries at Duke University tomorrow will be the result of the planning done today. The question then is not whether we shall plan, but how we shall plan.

Realizing the necessity for planning, the University Librarian, on January 20, 1977, sent letters to twelve members of the Library staff at various levels, inviting them to be members of the Perkins Library Long-Range Planning Committee. The Committee was charged with setting goals and priorities for the future operations and organization of the Perkins system. Stated in the communication was the expectation that the planning study would have a major impact on the future direction of the Library. Although the letter clearly indicated that the demands on time and energy would be great, the entire group accepted the challenge to make an important contribution to the Library and to Duke.

In February the University Librarian presented a formal charge to the members of the Committee. Included in the charge were the following directives:

1. Establish a time frame and a methodology for all aspects of the planning study
2. Establish long-range goals and intermediate and short-term objectives
3. Translate idealistic goals and objectives into realistic ones
4. Determine priorities
5. Evaluate the degree to which the library is currently meeting the goals and objectives
6. Recommend program changes to permit achievement of goals
7. Recommend organizational and staff patterns necessary to achieve goals.

Assured of guidance and support from the Library administration, the Committee proceeded to discuss possible methodology. Determined that its primary planning would reflect the needs of Duke University, the group agreed to leave behind vested interests, to function as a team, and to

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involve the staff in the task ahead. From the beginning the Committee envisioned planning as a dynamic process moving toward a definite set of goals. The value of planning was never questioned because the Committee was already convinced that planning gives direction to growth and complexity, provides a framework for service, opens channels of communication, and minimizes ad hoc decisions which limit tomorrow's choices.

Self-education was the Committee's first priority. The group searched the literature for information on planning, established a reserve of required readings, and studied carefully similar efforts at Columbia, Cornell, Harvard, the Library of Congress, and Michigan. The Committee also took advantage of information already available locally. For example, the entire University had engaged in a major planning effort in 1972. Further documents were generated in 1976 when each department on campus undertook a self-study as part of the reaccreditation process. The Library had on file its own annual reports as well as data obtained in individual committee reports addressing specific problems. The results of two user questionnaires concerning Library services were also available.

Having saturated itself with pertinent reading material, the Committee began to design its strategy. There was general agreement that the group should define what we are: mission, objectives, and guiding principles; where we are: strengths, weaknesses, opportunities, problems, environmental factors; where we should be: goals and objectives; how far along the way we already are: evaluation; and how we get where we really want to be: recommendations for action. To assist the Committee in answering these questions, it became clear that the entire University community should be involved.

The Committee thus distributed a questionnaire to all members of the Perkins Library staff, requesting that they direct their thinking to what the Library should be doing, where it should be going, and what particular problem areas needed attention. General areas of current Library concern were to be kept in mind as the responses were formulated: services, collections, staffing, physical facilities, organization, current or potential patrons, and cooperative efforts. The purpose of the survey was to assist the Committee in deciding on the various areas of study and planning to be pursued and the priority to be attached to each.

As this input was being sought, the Committee, having determined that service was the key to the Library's organization, began drafting the mission statement, guiding principles, and general objectives. In drawing up these documents and others which came later, a few members of the Committee were given the responsibility of providing the rough draft to be discussed and finally agreed upon by the entire group. This method of work proved very satisfactory.

The Committee next developed a questionnaire which was circulated to each of the twenty-eight academic departments at Duke, asking that they not only rank collections and services in terms of value, but that they also indicate their own research and departmental needs. The survey sought further to acquaint members of the faculty with the problems as well as the tremendous changes looming ahead in the library world so that they would be more keenly aware of the difficult decisions confronting librarians. The Committee received twenty-six departmental responses, along with several individual responses, an excellent ratio. Since the questionnaire cited drastic changes like the possible closing of the card catalog, the Committee offered to meet with representatives of each department to provide additional information and to answer questions. Teams of two Library staff members conferred with sixteen of the departments, one of the most worthwhile exchanges the Committee undertook. An adaptation of the faculty questionnaire went to student legislators and to a select group of Library student assistants. All of these returns, together with already available documents, were used as raw data to further the planning process.

The next step the Committee took was to identify eleven areas of concern for intensive study: Administrative Services, Budget, Collection Development, Communications, Organization and Staffing, Personnel and Staff Development, Preservation and Security, Processing, Public Relations, Services (control and circulation), and Services (informational and instructional), each area with many subdivisions. A letter was then distributed to all members of the Perkins Library staff, asking that those desiring to serve on one of the task forces indicate preferences reflecting their area of keenest interest. The response was very gratifying. Everyone who volunteered was assigned. In choosing participants the Committee took into consideration individual choices and committee balance. The majority were placed in areas of high interest. Sixty-five staff members

were ultimately given specific task force assignments; two others accepted special assignments. Both faculty and staff served as resource persons. In the interest of time and efficiency, members of the initial Long-Range Planning Committee directed each task force.

This phase of long-range planning, completed in approximately six months, produced indepth studies on the Library's collection, its organization, and its function. Task force groups not only gathered and recorded information, but also presented a variety of alternatives, recommending overall priorities. Both realistic and "blue sky" goals were set forth dramatically. A wealth of information was accumulated to benefit both present and future planning efforts. At the end of the studies, the full twelve-member Long-Range Planning Committee met separately with each task force group in order to understand and to assess findings. Members of the Library Council also reviewed the reports, offering suggestions and advice.

There is no doubt that the task force phase marked the zenith of the entire planning process. Members of the staff, some involved for the first time in Library activities beyond their own departments, became interested in the total Library picture. Horizons were broadened. Growth and development were unmistakable. Working together to accomplish common goals proved personally stimulating and rewarding as well as valuable to the Library.

Because of the quality of the reports, members of the Long-Range Planning Committee unanimously agreed that these studies should form the nucleus of the final report. Before beginning this last step in the planning process, however, the University Librarian requested (1) that the Committee consider the best use for the openings created by the imminent retirement of two Associate Librarians and (2) that it make recommendations concerning the future role, function, and staffing of the East Campus Library. These matters necessitated scrutiny of the current Library organization, especially at the upper levels. Having identified the mission of the Library in terms of providing services and resources to meet the needs of the University community, the Committee sought to structure the organization to give full support to this concept. During the Committee's deliberations the aim was to increase organizational effectiveness and to promote growth and development of the staff. As recommendations were being

formulated, both budget and needs were examined, staff interviews were conducted, information was presented, and input was sought from the staff at large.

In the midst of these endeavors, the Library administration, working closely with the Long-Range Planning Committee, held open forums for the entire academic community on important issues being addressed in the Perkins Library system. Topics included networking and automation, services, classification, and the East Campus Library. At each session members of the staff made brief informative presentations, leaving time for questions, comments, and exchange of views.

Throughout the planning process the Committee not only sought to receive information from, but also to present information to, its constituents. Minutes of the Long-Range Planning Committee sessions were distributed to the staff; reports were delivered to councils, assemblies, and general staff meetings; articles were written for newsletters to faculty and staff; interviews with the University administration were conducted. Efforts were continually made to keep the staff and the Library Council involved and abreast of developments at all stages.

In the spring of 1978, the Committee submitted both its realistic and "blue sky" organization plan to the University Librarian. Turning then to the last phase of the planning process, namely the final report, the Committee took an indepth look at recommendations and priorities from each of the task forces, as summarized by each chairman. Each recommendation was ranked on a scale of three, highest, to zero, lowest. From these rankings the Committee grouped all recommendations into high, medium, and low categories. As a further refinement, twenty items were chosen from the top list as those demanding the greatest attention of the Committee. Copies of the list were placed on central bulletin boards and were circulated with Committee minutes. As soon as priorities from the list had been grouped and minimally developed, discussion followed with members of the Support Staff Council, the Librarians' Assembly, and the Library Council. Finally, key areas were identified for the formal report as follows: Collection Development, Finances, Physical Facilities, Preservation and Security, Services, Undergraduate Support, Processing, Organization, and Staffing. For each area and its subdivisions the report included problems/

findings, recommendations, costs, benefits, consequences of taking no action, and alternatives.

Nine members of the Committee agreed to write drafts for each of the divisions; the two remaining members assumed responsibility for editing the document. As each chapter was developed, committee review occurred. In addition, members of the Library Council received preliminary drafts for their final response. Ultimately the Committee with near unanimity presented its findings to the University Librarian.

Admittedly the road to long-range planning was often sobering and overwhelming, sometimes painful and slow. Yet as a result of the planning process the Library staff at Duke University courageously faced difficult problems, sought to provide reasonable solutions, and set forth their best ideas for this extraordinary period of change. The Committee leaves to the University Librarian the task of reviewing its report and submitting the Library's long-range plan to the University administration.

REASONS FOR GOALS AND OBJECTIVES FOR THE UNIVERSITY OF NOTRE DAME LIBRARIES

Goals and objectives have proven to be effective tools in administering university libraries. Goals and objectives are necessary first steps in setting the direction in which the University Libraries should proceed. We propose to engage in the establishment of such goals for the University of Notre Dame Libraries for the purposes given below:

* To clarify the Library's role in the provision of service to the University Administration, Faculty, and students.
* To promote better use of available human and fiscal resources.
* To identify priorities among goals.
* To insure systematic planning based upon long-range objectives.
* To develop Library Faculty and staff morale through involvement in the goal-setting process.
* To improve the working relationships between and within the different departments of the University Libraries.

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Drafted by:

D. G. Donovan
R. J. Havlik
L. F. Long
G. E. Sereiko

December 11, 1974

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UNIVERSITY OF NOTRE DAME

MEMORIAL LIBRARY

ADMINISTRATIVE ANNOUNCEMENT

DATE: August 11, 1975 NO: LFS:108:75

TO: Library Faculty and Staff

SUBJECT: Task Force on Goals and Objectives for the University Libraries

This memorandum announces the appointment of a task force of University Library faculty and staff to confer, discuss and set forth the goals and objectives of the University Libraries.

The Task Force on Goals and Objectives will be composed of the following members of the faculty and staff:

- Charlene Billups
- Herbert T. Juliano
- Carmela R. Kinslow
- Jacqueline T. Lewellen
- Linda L. Messersmith
- Dorothy E. Nimtz
- Mary C. Peters
- Sue Ann Price
- Antonie L. Baker
- Bro. Francisco Drury
- Theodore B. Ivanus
- C. Ann Lonie
- John J. Philippsen
- Dolores W. Tantoco

These colleagues have been asked to participate in this effort because of their varied backgrounds and responsibilities in the University Libraries. It is believed that such a wide variety of experience will bring to the work of the Task Force the breadth of perspective necessary to achieve its purpose.

In a previous Administrative Announcement (LFS:93:75) the need for setting goals and objectives for the University Libraries was discussed. In that memorandum, a four-point program was announced. The work of the Task Force comprises the second step of that program.

In the first step of this program, the Assistant Directors of the University Libraries were asked to draw up a general mission statement for the University Libraries. In doing this they were asked to confer with the faculty and administration of the University. This work has now been completed and a copy of the refereed mission statement is attached to this announcement.

It will be the business of the Task Force to take the general mission statement as developed and to build upon it a series of statements setting

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forth the general goals and objectives of the University Libraries. These statements must then be reviewed with the Faculty Committee for University Libraries and with the Deans of the four colleges, so that their views can be represented in the formal expression of the Libraries' goals and objectives. When this has been done, a final draft of the statement of goals and objectives will be presented to the Director for transmittal to the Provost. Amendment of this draft by the Administration, and its final approval will complete the work of the Task Force.

In organizing its work, the Task Force is offered the services of the Assistant Director for Administration, Mr. David G. Donovan, acting as a consultant. Mr. Donovan's previous experience with the process of goal definition can provide excellent support to the work of the Task Force; he stands ready to provide this technical assistance.

David E. Sparks

David E. Sparks
Director of Libraries

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UNIVERSITY OF NOTRE DAME
NOTRE DAME, INDIANA 46556

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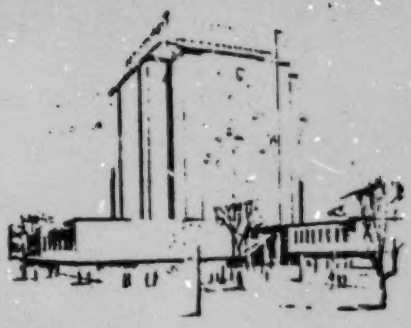

August 29, 1975

Dear Colleague:

I would like to take this opportunity to congradulate you upon your appointment as one of a committee of library staff and faculty who will be recommending goals and objectives for the University Libraries. The first meeting of the Committee will be at 10:00 A.M. September 18 in the Conference Room, 221 Memorial Library. The meeting will be for two hours or less.

Individuals from various departments of the libraries serve on the Committee, not as a representative of a particular department or special interest; but rather, as representatives of the library staff and faculty who will determine how best to meet the present and anticipated library service needs of the entire Notre Dame community.

I would like at this time to set at ease any fears or trepidations you may have about the magnitude of the work ahead and to describe some of the things which will concern you during the comming weeks as a member of this Committee.

Also, each member of the Committee has a unique background both within and without the University Libraries. Collectively, the qualities of the Committee members and the viewpoints they will bring to the discussions will be considerable and are representative of university interests.

The Committee has the support of the Director of Libraries, the Faculty Committee on University Library, the Deans and the Provost. There will be no instructions from the library administration as to what the Committees conclusions should be nor how you must proceed. Your guide line will be the Mission Statement, a copy of which you have received.

You will be bound in your deliberations by existing University policies and will be guided in your work by the Report of the Committee on University Priorities. Your discussions and your subsequent recommendations to the Director of Libraries should not be restricted by the library organizational structure as it is now nor by present practices within the library.

As you proceed in your work, you will be reading, hearing and using the terms: mission, overall objectives, departmental goals and performance goals. These terms are often used loosly and interchangably. For the purposes of our work we are using these terms as defined on page 4 through 6 of the Association of Research Libraries' publication, Goals and Objectives, a copy of which is enclosed.

The mission of the University of Notre Dame Libraries is a statement of the basic purpose ~~for~~ which the Libraries were established and the reason for their continuing existence. Objectives are a means through which libraries carry out their mission. Objectives are usually broad statements and always long range.

Departmental goals are more specific statements. They are developed by the libraries' departments to direct work within the department which in turn will lead to the achievement of the Libraries' overall objectives. Goals are more specific then objectives and are of shorter range; they are specific achievements to be obtained on the way toward a long range objective.

Performance goals are even more short range, are more specific then departmental goals and are usually identified with a specific task. Performance goals help an individual direct his effort in a specific way to help achieve departmental goals. An employee's evaluation should be a measure of how well the individual has attained his or her designated performance goals.

For the reasons given above, statements of goals and objectives should obviously be realistic, relevant, attainable, clearly written and universally understood.

Your assignment as a member of the Committee will be to help articulate the overall objectives of the University Libraries in such a fashion.

In order that we may move forward quickly with a shared understanding of what we plan to do, the members of the Committee should have read the Goals and Objectives monograph before the first meeting and come prepared to discuss its contents in light of which you understand to be the Committee's assignment.

My role is that of coordinator for the Committee. I shall convene the first meeting, at which time you should elect a chairperson. During the initial meeting I shall suggest some ways in which you might proceed and shall be available for advice during the meeting and at other times, as well. I shall attend future Committee meetings if invited, and I shall not attend meetings to which I am not invited.

Any suggestions I may offer are just that and are not to be construed as directives. However, I do have some experience with goals and objectives in other organizations and would be pleased to assist in any way the Committee may wish.

The success or failure of the Committee in recommending useful goals is the collective responsibility of the chairperson and the Committee members. With the support and cooperation which the Committee will receive from the Library staff and faculty, the University administration, the teaching faculty and student representatives; the Committee has an opportunity to make a unique contribution to development of library services at Notre Dame.

Sincerely,

David G. Donovan
Assistant Director
for Administration

DGD/lmg
Encl.

ESTABLISHING OBJECTIVES AND GOALS

Phase I

Mission Statement

Task	By Whom	Completion Date
1. Assign Task Force to prepare Mission statement for Director's Review	Director	
2. Prepare statement of why we need to establish goals and objectives for the University of Notre Dame Libraries	Assistant Directors	
2a. Announcement to Provost & Faculty Committee	Director	
3. Announcement to Library Faculty and Staff of goals and objectives project	Director	
4. Compile bibliography and gather books, documents, and journal articles about and techniques for establishing goals and objectives.	Head, Reference Dept. and Reference Staff	
5. Review existing literature on goals and objectives, reports of other university library experience (particularly Columbia), COUP report	Assistant Directors Head of Reference Dept. to help identify pertinent literature	
6. Consultation with Administrative officials, Teaching and Research Faculty. Student Representatives if necessary or desirable.	Assistant Directors	

Task	By Whom	Completion Date
7. Draft of Mission Statement	Assistant Directors	
8. Review in consultation with appropriate individuals	Director	
9. Approval of Mission Statement	Director	
10. Concurrence	Faculty Committee on University Libraries	
	Provost	

Phase II

General Objectives

Task	By Whom	Completion Date
1. Establish Task Force of Library Faculty and Staff to develop General Objectives	Director	
2. Review Literature and experience of other university libraries which have recently established goals and objectives. Review of COUP Report	Task Force	
3. Consultation with administrative officials, teaching and research faculty and Student Representatives, library faculty and staff as needed.	Task Force	
4. Draft of General Objectives	Task Force	
5. Review	Director and Assistant Directors	
6. Discussion of General Objectives and recommendations for additions, deletions and changes	Library faculty and staff under leadership of Task Force Panel	
7. Reworking of general objectives based upon comments from Library faculty and staff	Task Force	
8. Approval of General Objectives	Director, Assistant Directors, Library Faculty and staff	
9. Concurrence of Administration	Faculty Committee on University Library Provost	

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Phase III

Division/Departmental Objectives and Goals

Task	By Whom	Completion Date
1. Appoint Task Forces	Appropriate Individual	
2. Charge to Task Forces	Assistant Directors	
3. Consult Department Personnel	Task Force	
4. Draft Departmental Goals and objectives	Task Force	
5. Review of Draft	Division/Department Head	
6. Discussion of goals and objectives Recommendations for additions, deletions and changes	Department faculty and staff	
7. Approval of Goals and Objectives statement for Departemnt	Division/Department Head	

Phase IV

IMPLEMENTATION

Task	By Whom	Completion Date
1. Write comprehensive statement of Mission Statement, General Objectives and Department Objectives and Goals.	Representative of the Task Force	
2. Review and Approval	Director and Assistant Directors	
3. Concurrence of Administration	Faculty Committee on Universities Libraries and Provost	
4. Distribution to Academic Community	Director	
5 Appointment of Departmental Task Force to Recommend programs to achieve departmental goals and objectives	Department Heads	
6. Establish priorities for utilizing available funds and manpower to achieve designated objectives	Director, Assistant Directors, Department Heads	
7. Budget and obligate resources in accordance with program plans	Director and Assistant Director for Administration	

Drafted and revised by
DGD 2/XII/74

Approved by: RJH
LFL
GES
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GOALS & OBJECTIVES COMMITTEE - INTERVIEW ASSIGNMENTS

1. Administration - Father Joyce	Committee
2. Provost's Office - Father Brown	Theodore Ivanus Dolores Tantoco
3. Advanced Studies - Dr. Robert Gordon	John Philippsen Carmela Kinslow
4. College of Arts and Letters	Antonie Baker Charlene Winston
5. College of Business Administration	Ann Lonie Dorothy Nimtz
6. College of Engineering	Mary Peters Herbert Juliano
7. College of Science	Linda Messersmith Sue Ann Price
8. Personnel Office - Mrs. Cunningham	Committee
9. Library Faculty & Staff	Committee - Jacqueline Lewellen
10. Graduate Students	Carmela Kinslow Antonie Baker
11. Graduate Student representative	Committee
12. Undergraduate Students	Bro. Wm. Frank Drury
13. Undergraduate Student representative	Committee

(Each report should be written and duplicated for all members of the Committee. The office staff may be able to assist you with this task.)

SCHEDULE OF MEETINGS

October 13	Assignments and other information
October 20	Reports on Interviews
October 27	Reports on Interviews
November 3	Library Faculty and Staff
November 10	Personnel, Graduate & Undergraduate Representatives.
	Father Joyce - a meeting will be called at his convenience.

SUB*COMMITTEE APPOINTMENTS

I. Sub-committee on Persons to be Interviewed:

Theodore B. Ivanus, Herbert T. Juliano, and Linda L. Missersmith

II. Sub-committee on Guidelines for the Interviews:

Antonie L. Baker, Carmela R. Kinslow, Dorothy E. Nimtz, and Charlene Winston.

III. Sub-committee on Bibliography:

Jacqueline T. Lewellen, John J. Philippsen, Mary C. Peters, Bolores W. Tantoco.

IV. Executive Committee:

C. Ann Lonie, Sue Ann Price.

Thursday: Report of sub-committees I & II.

Report of sub-committee III - when ready

GUIDELINES FOR THE INTERVIEWS

How do the University Libraries fit into the University of Notre Dame structure?

What major needs, services, functions, etc., should the University Libraries supply its users?

How can the University Libraries support the Catholic character of the University of Notre Dame?

How should the University Libraries' collections satisfy the needs of the users?

How should the University Libraries' organization of the collection satisfy the needs of the users?

Would information, resources, services, etc., provided by utilizing other institution facilities be of use and be used by the patron?

Should the patron's access to information s/he needs be made as easy as possible without Library personnel help?

Can the patron's access to information s/he needs be made easier with Library personnel help?

Have strengths and weakness of the library

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GOALS AND OBJECTIVE COMMITTEE

The Goals and Objective Committee is very interested in knowing the opinions of the Library Staff.

By answering the following questions you can give us a better understanding of your feelings about the library.

Please give any additional comments you might have which are not covered in the following questions.

The data will be complied before it is presented to the Goals and Objective Committee, all answer will be kept confidentially.

Return the questionaire by November 26, 1975. Late questionaire returned by December 2nd, will be accepted.

Charlene Winston
Goals and Objective Committee
Catalog Dept.
Memorial Library

1. What do you think of the Library Personnel Office?
   Do you like the present location?
   Do you feel free to go there with your problems?

2. Who do you think makes the final decision on changes effecting your work? (i.e., immediate supervisor, Department head, one of the directors, Library personnel office, etc.)

3. If you had a problem who would you go to concerning work or anything which might effect you concerning work? (i.e., coworker inside your department, coworker outside your department, immediate supervisor, supervisor outside your department, department head, Library personnel office, etc.)

4. Do your think you are appreciated by your supervisor?
What does your supervisor do that makes your feel that way?

5. Who do you communicate with concerning work?
(i.e., coworker inside your department, coworker outside your department, immediate supervisor, supervisor outside your department, department head, Library personnel office, etc.)

6. Do you know what work is done in other departments and how it is done?
(i.e., Catalog Department, Acquisition Department, Circulation Department, Reference Department, or the branch libraries)
If not how would it be helpful to you if you did?

7. Was the training you received for your job adequate?
Did you receive any formal training?
When did you receive this training? (i.e., first days after employed, weeks after employed...)
What additional training do you think you need?

8. Would you give more of yourself then is required to perform your job?
What conditions could alter your present feelings?

Bro. William Drury
Life Science Lib.

UNIVERSITY OF NOTRE DAME
Inter-Office Communication

To: Library Faculty and Staff **Date:** March 12, 1976

From: Bro. Francisco Drury, C.S.C. **Subject:** Report of the Task Force on Goals and Objectives for the University Libraries

The Report of the Task Force on Goals and Objectives for the University Libraries has been written. It will be discussed by the Library Faculty and Staff in two meetings on Thursday, March 18th, in the Faculty Lounge. The scheduled times are:

8:30 a.m. - Last name starts with A through J
2:00 p.m. - Last name starts with K through Z

If you are unable to attend at your scheduled time, you are welcome to come at the alternate time.

You will find a copy of the Report along with some suggestions proposed by the Senior Planning Council in this envelope. Please study both of these papers and come to the meeting with your questions and suggestions.

LIBRARY GOALS AND OBJECTIVES

Books:

Ackoff, Russell L. A Concept of Corporate Planning. N.Y., Wiley-Interscience, 1970. Stylistic objectives (intrinsic values) and performance objectives are discussed in chapter 2, pages 23-41.

Baaske, Jan and others. A Management Review and Analysis of Purdue University Libraries and Audio-Visual Center. West Lafayette, Ind. Libraries and Audio-Visual Center, Purdue University, 1973. (Also published as ERIC ED 088 432) Chapter II (pages 33-41) discusses their procedure in establishing goals and objectives.

Booz, Allen & Hamilton, Inc. Organization and Staffing of the Libraries of Columbia University, a case study. Westport, Conn., Redgrave Information Resources Corp., 1973. Objectives of Columbia Libraries on pages 17-19. Recommended approaches to management and professional activities on pages 128-159.

Booz, Allen & Hamilton, Inc. Problems in University Library Management. Wash., D.C., Association of Research Libraries, 1970. Identifies opportunities to improve the ways university libraries plan and use their resources.

Cambridge University. General Board's Committee on Libraries. First Report. Cambridge University Reporter, vol.XCIX, no.29, March 1969. Background.

Columbia University. The Libraries. The Administrative Organization of the Libraries of Columbia University. New York, Columbia University Libraries, 1973. General goals and objectives on pages I2.1-I2.2, with specific departmental objectives listed under each department.

Five Associated University Libraries. Rationalizing Research Libraries in the 70's. Syracuse, FAUL, 1971. Outlines and discusses objectives for interlibrary cooperation, p.12-27.

Gardner, Jeffrey J. and Duane E. Webster. The Formulation and Use of Goals and Objectives Statements in Academic and Research Libraries. Washington D.C., Association of Research Libraries, 1974. Presents general and operational guidelines for the development of academic library goals and objectives with samples from selected libraries.

Great Britain. University Grants Committee. Report of the Committee on Libraries. London, Her Majesty's Stationery Office, 1968. Functions of the libraries are presented on pages 9-14.

Gross, Edward and Paul V. Grambsch. University Goals and Academic Power. Washington D.C., American Council on Education, 1968. Lists and discusses 47 output and support goals for universities. Background material.

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Hughes, Charles L. Goal Setting. N.Y., American Management Association, 1965. The interaction between individual objectives and organizational objectives. Background material.

Japan-United States Conference on Libraries and Information Science in Higher Education. University and Research Libraries in Japan and the United States. Chicago, American Library Association, 1972. The following chapters provide background information: Teaching methods and the use of libraries, p.29-35; The scholar and the library, p.35-49; Our shared concerns, p.55-65; Evaluation of American university libraries, p.82-91; Administration of acquisitions and exchange, p.120-128.

Kaser, David. "Staff role in goal determiniation" in Papers delivered at the Indiana University Library Dedication, Bloomington Campus, October 9-10, 1970. Pyramidal structure, p.64-68.

Kemper, Robert D. "Library planning: the challenge of change" in Advances in Librarianship, volume 1, pages 207-239, 1970. Rationale for and discussion of planning with a description of strategic planning, operational planning and task programming.

Lahti, Robert E. Innovative College Management. San Francisco, Jossey-Bass Publishers, 1973. Background material on management by objectives.

Leimkuhler, Ferdinand F. and Alice Billingsley. "Library and information center management" in Annual Review of Information Science and Technology, volume 7, pages 499-533, 1972. Management Information Systems (MIS) and Planning, Programming and Budgeting Systems (PPBS) are covered in a review of literature.

Library Planning and Decision-Making Systems. Cambridge, Mass., MIT Press, 1974. (Also published as ERIC ED 093 333). Library activities are divided into 17 basic functions with inputs and outputs of each.

Licklider, J.C.R. Libraries of the Future. Cambridge, Mass., MIT Press, 1965. Future libraries will be "Procognitive systems" involved with automated information retrieval. Chapter 2 discusses the aims, requirements, plans and criteria.

Line, M.B., "The functions of the university library" in Saunders, W.L., editor, University and Research Library Studies, Oxford, Pergamon Press, 1968. Function of the university libraries is to bring together information and knowledge on the one hand and human beings on the other. Emphasizes complexity of information as distinct from books, p.148-158.

Neal, K.W., British University Libraries. Wilmslow, Cheshire, Author, 1971. Chapter one is on functions, p.1-3.

Ohio. Board of Regents, Management Improvement Program. Planning Universities. Columbus, Ohio, Ohio Board of Regents, 1974. "Setting goals and objectives", pages 25-29, is a general background discussion keyed to the total university but general enough to relate to the library.

Rogers, Rutherford D. and David C. Weber. University Library Administration. N.Y., H.W. Wilson Company, 1971. Pages 9-11 discuss program planning but don't say much.

Wasserman, Paul and Mary Lee Bundy, editors. Reader in Library Administration, Washington, D.C., Microcard Editions, 1968. Section on Formulation of objectives, p.126-145; however, other papers should be of interest.

Wasserman, Paul and Evelun Daniel, "Library and Information Center Management" in Annual Review of Information Science and Technology, volume 4, pages 405-438, 1969. Purposes and objectives for an information center are reviewed on p.407-412.

ERIC Microfiche:

Association of Research Libraries, Review of the Formulation and Use of Objectives in Academic and Research Libraries, Washington D.C., 1974. (ARL Management Supplement v.2, no.1, Jan. 1974) (ED 089 768) Description of goal-setting efforts of ten major libraries illustrates various steps in the process.

Baumol, William J. and Matityahu Marcus. Economics of Academic Libraries. Washington D.C., American Council on Education, 1973. (ED 089 709). Formulas and procedures for growth projections and budget planning with possible fundamental changes in library functions and procedures.

Bommer, Michael R.W. The Development of a Management System for Effective Decision Making and Planning in a University Library, supplement to final report. Philadelphia, Wharton School of Finance and Commerce, 1972. (ED 71 727) Investigation of hierarchy of library objectives.

Bromberg, Erik. Simplified PPBS for the Librarian. Paper presented for the Dollar Decision Pre-Conference Institute, Dallas, Texas, 1971. (ED 047 751) Need for critically defined broad goals and objectives.

Burness, Carl G. Defining Library Objectives. Detroit, Wayne University, Department of Library Science, 1968. (ED 045 116) List of 16 types of questions that should be considered in defining overall objectives.

Colorado State Library. A Survey of the Attitudes, Opinions and Behavior of Citizens of Colorado with regard to Library Services. Secondary and College Student Summary, volume 2. Colorado Market Research Services, Inc., Denver. (ED 093 270) How, when and why students use all types of libraries. Student evaluations of libraries. Student attitudes toward libraries.

Crum, Norman J. Library Goals and Objectives: literature review. Washington D.C., ERIC Clearinghouse on Library and Information Science, 1973. (ED 082 794) Emphasis on overall goals and objectives, 141 references.

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Dougherty, Richard M. and Laura L. Blomquist. Improving Access to Library Resources. The Influence of Organization of Library Collections and of User Attitudes Toward Innovative Services. Metuchen, N.J., Scarecrow Press, Inc., 1974. (ED 090 981) Faculty attitudes toward library effectiveness...

Flick, Roger C. Program Evaluation and Review Technique in the Library. MLS thesis. Brigham Young University, Graduate Department of Library and Information Science, 1973. (ED 089 701) Study of PERT can be applied to a library process. Successful use shown in cataloging activities.

Haak, John R. Goal Determination and the Undergraduate Library. San Diego, California University, University Library, 1970. (ED 042 474) Paper prepared for the Institute on Training for Service in Undergraduate Libraries... Aug. 17-26, 1970.

Hamburg, Morris. Library Planning and Decision-Making Systems. Cambridge, Mass., M.I.T. Press, 1974. (ED 093 333) Library activities are divided into 17 basic functions with the inputs and outputs of each function isolated.

Harrigan, Joan. Library Accountability. 1971. (ED 060 851) Paper presented to faculty of Graduate School of Librarianship, University of Denver. Performance objectives.

McGrath, William E. Development of a Long-Range Strategic Plan for a University Library: The Cornell Experience; Chronicle and Evaluation of the First Year's Effort. Ithaca, N.Y., Cornell University, University Libraries, 1973. (ED 077 511). Describes, evaluates and chronicles Cornell University's long range planning effort.

New York Library Association. Use, Mis-Use and Non-Use of Academic Libraries. Woodside, N.Y. 1970. (ED 046 419) Background. Primarily non-use of library by students and how to combat it.

Rzasa, Philip V. and Norman R. Baker. Measure of Effectiveness for a University Library. Atlanta, Ga., Georgia Institute of Technology. School of Industrial and Systems Engineering, 1971. (ED 054 833). Measures number of material and information items desired by users, number of satisfied inquiries and number of users.

Wayne State University, University Libraries. Library System Development and Programming for Change, Working paper no.1. Detroit, Mich., 1971. (ED 055 623) With next three entries (ED 055 624, ED 055 625, ED 055 626) describes methods in total planning for development of the library.

Wayne State University. University Libraries. A New Objective for Development; Working paper no.2. Detroit, Mich., 1971. (ED 055 624)

Wayne State University, University Libraries. Services, Policies for Academic Libraries, Working paper no.3. Detroit, Mich., 1971. (ED 055 625) Should help in establishing objectives.

Wayne State University, University Libraries. Toward an Assessment of Academic Library Organization Effectiveness. Working paper no.4. Detroit, Mich., 1971. (ED 055 626)

Webster, Duane E. Library Policies: Analysis, Formulation and Use in Academic Institutions (Occasional paper 2). Washington D.C. Association of Research Libraries, Office of University Library Management Studies, 1972. (ED 070 472). Proposes an approach to formulation and use of academic library policies.

Weinberg, Charles B. The University Library: Analysis and Proposals. Research paper, no.169. Stanford University, Graduate School of Business, 1973. (ED 087 405) Decline in standards of university service.

Withers, F.N. Standards for Library Service. Paris, France, UNESCO, 1970. (ED 049 800) Includes recommended standards for academic libraries.

Journals:

Adkinson, Burton Wilbur and H.J. Dubester. "New challenge for university and technical libraries", Libri, 19:265-274, 1969. Background information. Discussion of new informational services that would effect goal determination.

Beckman, Margaret and Nancy Ann Brown. "The role of the librarian in management", Special Libraries, 66:19-26, Jan.1975. Consultative management with librarian participating in decision-making.

Bolton, Earl C. "Response of university library management to changing modes of university governance and control." College & Research Libraries, 33:305-311, July 1972. Need to anticipate and meet dramatic changes in university structure and procedures based on fundamental mission of the university.

Bush, Margaret. "One library's goals - the writing and rewriting of them." Illinois Libraries, 59:7-10, January 1975. Keyed to children's librarians but illustrates the need for rewriting goals and not considering them static.

Davis, Richard A. "Goals." Illinois Libraries, 59:2-7, January 1975. Talk to children's librarians. A good introduction to types of goals, characteristics of organizational objectives, categories of goals and effectiveness of goal definition.

Flener, Jane G. "Staff participation in management in large university libraries." College & Research Libraries, 34:275-279, July 1973. Discusses need for staff participation if a library is to achieve its goals.

Gantner, Joseph. "Draft statement of goals for an academic library." B. Bookman's Weekly, 51:860-861, March 12, 1973. Statement of goals for State University of New York at Stony Brook.

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Granger, Charles H. "The Hierarchy of objectives." Harvard Business Review, 42:63-74, May-June, 1964. There are objectives within objectives, within objectives.

Haak, John R. "Goal determination", Library Journal, 96:1573-1578, May 1 1971. List of the characteristics of tangible goals, principles to follow in goal setting with discussion as applied to an undergraduate library.

Humphreys, K.W. "Standards in university libraries." Libri, 20:144-155, 1970. Standards for book collection, cataloging production, professional staff and budget are described for various libraries throughout the world.

Johnson, Edward R. "Applying management by objectives to the university library." College & Research Libraries, 34:436-439, November, 1973. MBO procedure for specific one-time operations.

Lyman, Richard W. "New trends in higher education: the impact on the university library." College & Research Libraries, 33:298-304, July, 1972. More materials, more users, more services, more relationships to other agencies, more dependence on advanced technology, more need for managerial and diplomatic skills of a very high order..."

McAnally, Arthur M. and Robert B. Downs. "The Changing role of directors of university libraries." College & Research Libraries, 34:103-125, March 1973. Background. Should be read by all.

Miller, Edward P. "User-oriented planning." Special Libraries, 64: 479-482. November, 1973. Means of employing user opinion as a planning tool.

Patterson, Franklin. "The Library as arbiter." American Libraries, 1:254-255, March 1970. Background on place of college library in our culture.

Raffel, Jeffrey A. "From economic to political analysis of library decision making." College & Research Libraries, 35:412-423, November 1974. Analysis of decision making that should be basic in goal determination.

Sellers, David Y. "Basic planning and budgeting concepts for special libraries." Special Libraries, 64:70-75, February 1973. Covers statement of mission, guiding principles and budgeting implementation.

Way, Harold E. "Management technique." RQ, 11:215-221, Spring 1972. Background. Outline of possible roles of academic library in the academic community.

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Excerpt from article written by Irene Hoadley and Alice Clark, summarizing the steps taken in formulating goals.

The Texas A&M University Libraries began the process when the Director of Libraries asked the Libraries Executive Committee to appoint a faculty committee to develop a statement of the Libraries goals and objectives which could then be reviewed by the total Libraries faculty.

An ad hoc committee of three members was appointed to draft a preliminary statement. The ad hoc committee gained input from members of the Libraries faculty who desired to have input. They also made use of several published items to help formulate their opinion. The ad hoc committee prepared a preliminary list of goals and objectives which were distributed to the Libraries faculty. A series of preliminary discussion meetings were held to provide input. These discussions helped to bring out major concerns, and as a result, a new draft was prepared.

The next step was a full day faculty retreat at which attendance was required for all the Libraries faculty. The ad hoc committee acted as a synthesizer of the input of the faculty groups. The faculty was organized into five groups of seven persons each with a group leader and a liaison person who also acted as the recorder. The retreat began with a general session to explain the purpose of the retreat and the procedures for the day. The majority of the day was spent in the small groups discussing the draft statement of goals. Near the end of the day the

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group reconvened as a whole and discussed the document as it had been revised during the day. At the end of the day the discussion had not been completed so a special faculty meeting was held the following week to complete the process.

The Libraries Executive Committee then took all of the input and edited the final statement which was then voted on in a faculty meeting. At this point all that had been done was the establishment of goals. In order to facilitate the drafting of objectives, each unit within the Libraries was asked to draft its objectives. This activity was coordinated by one individual who saw that each unit completed its assignment and then put the statements into a common format.

Unfortunately this process has been spread over a period of one and a half years. When the internal process is completed, the statement will be considered by the Library Council, a faculty advisory committee. Upon their approval it will be submitted to the Vice President for Academic Affairs and ultimately the President so the statement can be adopted by the University. At the current rate of progress, that could take another two years.

Has the development of a goals statement produced any perceivable results or has it been a futile exercise? In some respects it is too early to answer this question. There are some results which are already apparent. If nothing else was gained from the process, each librarian had to stop and think what the library is about and what his/her role is in that context.

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TEXAS A&M UNIVERSI'
COLLEGE STATION, TEXAS
ZIP CODE 77843

UNIVERSITY LIBRARY

December 17, 1976

MEMORANDUM

TO: Library Faculty

FROM: Executive Committee

SUBJECT: Goals and Objectives for the Library

The attached document is the report of the Ad Hoc Committee to Draft a Statement of the Libraries' Goals and Objectives. We urge you to read this with care as it will be the basis for discussion at the faculty retreat to be held on the fifth floor of Rudder Tower, January 15, 1977 between 9:00 and 4:30. Because the document which ultimately emerges from this retreat will be the basis of library action for many years, we cannot emphasize too strongly the importance to us all of your participation in this meeting. Therefore, any requests to be excused from attending this meeting must be made in writing to the Director of Libraries.

As a means of helping you get ready for the retreat, the Executive Committee will schedule a number of preliminary discussion meetings immediately after the Christmas holidays. We encourage you to come to any of those meetings you wish with questions, suggestions, and complaints which you perceive as you read the discussion document.

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Library Goals and Objectives

This document is in response to a charge by the Executive Committee given to a committee of three on September 14, 1976. Among other things the charge required the definition of long range goals of the Libraries as well as intermediate and short range objectives. On the face of it, this is a reasonable requirement. However, when definitions of goals and objectives are sought and when the implications of such definitions are drawn, it becomes quite clear that limitations must be placed on what is attempted and who is responsible for what.

What then is a goal? The committee accepted Arthur P. Young's definition: a goal is a relatively broad statement that implies general movement toward a future point or ideal (see reading list). It should support the purpose of the Libraries. It should not assume much in the way of resources available or specific organizational requirements.

And what is an objective? Again Young: an objective is a measurable statement which says what is to be done by whom, for whom, in what length of time, and to what standard of performance. It should be attainable and based on realistic assessments of available resources. Each objective should support one or more goals. If it does not support a specific goal, then either it is inappropriate or the list of goals is incomplete.

The committee gradually arrived at certain conclusions which circumscribed its possible achievements. It concluded that goals should be broad, inclusive statements which delineate functions without reference to organizational structure. No reference is made to the circulation department or pools or standing committees.

It concluded that any objectives it presented could only be indicative. A reasonable objective assumes knowledge of what should be measured, how it should be measured, what the current measurement is, and what a realistic expectation might be. The committee was in no position to acquire such knowledge. Therefore, the objectives in this document are always indicative, never prescriptive, and by no means exhaustive.

In its deliberations the committee realized that a number of activities needed to recur continually in order to support a current, realistic set of goals and objectives. They are not ends in themselves, of course, but they must not be omitted lest the goals and objectives lose touch with reality, with what is possible, with what is desirable. Here are some of those activities:

1) Periodically survey users to determine how well their needs are being met.
2) Systematically review the policies and procedures of the Libraries.
3) Regularly compare costs of the Libraries' operations to those of comparable libraries.
4) Periodically review on-going commitments of library funds.
5) Continually evaluate the effectiveness of library programs and services.

There are possibly other such activities to be undertaken. But if the goals of the Libraries are to remain current and realistic, this kind of activity

must become standard and regular; otherwise whatever is begun will become a dusty monument to a lost weekend.

Another discovery made by the committee was that many activities must reasonably precede the determination of objectives. The committee settled on the word "assessment" to label these activities. In the outline which follows, assessments are mendtioned as supporting a goal or goals but not as being objectives. Other assessments can and should be added to those listed here. You may if you wish consider assessments as a call to self-examination by the Libraries. To put it another way, it would be nice to know where we are before we try to get somewhere else.

In the view of the committee, objectives serve two very special purposes: they enhance or even permit communication and they enhance or even permit meaningful appraisal of job performance. Too often a supervisor and subordinate agree on a goal without agreeing on what is wanted. The same words are perceived differently, given different meanings or emphasis, or taken in different contexts. Objectives agreed on avoid this problem. What is measured, how it is measured, what the measurement should become: these leave small room for confusion.

In performance appraisal the use of objectives makes the degree of success measurable. There is less room for personal bias, intuitive evaluation, character delineation, assignment of motive, etc. It becomes less important to appear a certain way; it becomes more important to accomplish certain things. One does not have to guess about how one should seem; one knows what one must attempt.

Some members of the committee believe another question should be raised: What is the relationship between faculty status and library service? There is some question about raising the point in this context, but it cannot be denied that the question continues to concern many of the faculty. Specifically, then, does faculty status contribute to or detract from library service; and if there is conflict, which one is more important.

Whether this document is satisfactory remains to be seen. One thing is certain, however. The faculty has now the opportunity to perform one of its most important functions: giving direction to the Libraries. The definition of what the Libraries will be and where it will go belongs in large measure to the faculty. The Libraries will be something and go somewhere. The faculty may, if it chooses, have the say.

The committee wishes to thank all those of the faculty who contributed suggestions. The suggestions were considered carefully, and they added a great deal to this document.

TEXAS A&M UNIVERSITY
COLLEGE STATION, TEXAS
ZIP CODE 77843

UNIVERSITY LIBRARY

January 6, 1977

TO: Library Faculty

FROM: Executive Committee

SUBJECT: Meetings relevant to Library Goals and Objectives

1. There will be three informal meetings at which the draft statement on Library goals and objectives will be discussed. They are scheduled as follows:

Friday, January 7, 2p.m., room 226
Monday, January 10, 12:30p.m., room 226
Wednesday, January 12, 9a.m., room 402

We encourage to attend at least one of these sessions. Bring your comments, questions, and suggestions.

2. The retreat is scheduled for Saturday, January 15, 9 a.m. until 4:30 p.m. on the fifth floor of the Rudder Tower. Coffee and soft drinks will be provided. There will be a one-hour break for lunch; the MSC cafeteria will be open, and we encourage you to consider lunching there so that we may stick to our very tight schedule for the day.

The director will host a happy hour at 1031 Rose Circle immediately after we have retreated.

TEXAS A&M UNIVERSITY
COLLEGE STATION, TEXAS
ZIP CODE 77843

UNIVERSITY LIBRARY

January 17, 1977

TO: Library Faculty

FROM: Charles Gilreath, Secretary of the Faculty

SUBJECT: Goals and Objectives

Two pages attached to this memorandum summarize the results of our deliberations at the retreat Saturday. Attachment one summarizes the items upon which the faculty reached agreement; attachment two contains the items requiring further discussion by the faculty.

A special called meeting of the library faculty has been scheduled for ~~9 a.m.~~ Thursday, January 20 in room 226. Please consider this memorandum as your notification of the meeting; the only item on the agenda will be a wrap-up of the business of the retreat.

Attachment one

ITEMS ON WHICH AGREEMENT HAS BEEN REACHED

Purpose: The purpose of the Texas A&M University Libraries is to provide materials and services as an integral part of the University in the pursuit of the University's educational, research and public service goals.

Goal I: To provide a qualified, service-oriented staff which can most effectively (render) needed service.

Goal II: To select, acquire, and maintain those information resources necessary to support the educational, research, and public service goals of the University.

Goal III: To house the libraries' collections and service activities in space that meets user and staff requirements, assures collection security, safeguards the condition of resources and enhances operating performance.

Goal IV: To make information resources readily available and accessible to the University community and others as appropriate. Availability will be without any restrictions based on social, religious or political views.

Goal V: To secure adequate financial support for the advancement of the Library toward its goals and objectives.

Goal VI: To take an active role in the (educative) process by assisting in the identification and location of information and in the understanding and utilization of library resources and services.

Goal VII: To develop constructive relationships with academic departments, the student body, and other units of the University to help assure the development of the Libraries' resources and services consistent with the University's goals.

Goal VIII: To develop constructive relationships with other libraries, professional associations, and cooperative organizations.

Goal IX: To create support for the University Library by promoting its services and resources.

Goal X: (This goal was not accepted for inclusion in the final document, the feeling being that its content--opportunities for staff development--was adequately provided for in other goals.)

ITEMS TO BE DECIDED

Goal XI: To promote research activities within the libraries which will enhance the services and resources of the Texas A&M University Libraries or those of the larger library community.

This wording was moved and seconded. A motion to amend by deleting "research" and "within the libraries" was made and seconded. The latter motion was tabled at the time of adjournment.

The following goal has yet to be moved: Goal XIII. To practice organizational and management procedures that will result in effective use of library resources.

THE PENNSYLVANIA STATE UNIVERSITY
INTER-OFFICE CORRESPONDENCE

Date: March 14, 1979

From: Stuart Forth, Dean of University Libraries

To: All Locations

Subj: Spring Workshops

West: April 20, Altoona Campus Library
East: April 27, Allentown Campus Library

Dr. Edward R. Johnson, Assistant Dean and Head, Bibliographical Resources and Services Division (until June 8 when he leaves for places somewhat known) will conduct workshops designed to help you develop goals and objectives for your individual libraries. Although many of you have experience in this area these workshops will address themselves to writing goals and objectives within the PSU Libraries System. He will be ably assisted by Miss B. Smith.

Enclosed is a packet for your perusal before the workshop. IT IS IMPORTANT THAT YOU BRING THE PACKET WITH YOU TO THE WORKSHOP. The packet includes:

1. Gardner and Webster, "The Formulation and Use of Goals and Objectives Statements in Academic and Research Libraries."
2. Johnson, "Applying 'Management by Objectives' to the University Library."
3. Additional Recommended Readings.
4. Sample goals and objectives from those prepared earlier this year at UP.
5. Workshop Agenda.

Please fill in the intent form below and return it to B. Smith, E505 Pattee, by April 1. Choose one location only.

NAME:
CAMPUS:

___ I intend to attend the workshop at Altoona, April 20

___ I intend to attend the workshop at Allentown, April 27

___ I do not plan to attend.

039

SF:et

cc: E. Johnson. T. Fox. J. Schoch

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RETURN BY APRIL 1.

GOALS AND OBJECTIVES WORKSHOP

April 20, Altoona/April 27, Allentown

10:00 a.m.	Introduction
10:15	Film: Management by Objectives
10:45	Discussion
11:15	Framework for Goals and Objectives for the PSU Libraries System
11:30	LUNCH
12:45	Framework for Campus Library Goals and Objectives
1:15 p.m.	Drafting Your Own Goals and Objectives - Work Session
2:00	Review of Attempts
2:30	The "Ideal" Goals and Objectives Statement
3:00	Adjournment

Additional Recommended Readings

Michalko, James. "Management by Objectives and the Academic Library: a critical overview," Library Quarterly, 45 (July, 1975), pp. 235-252.

Jones, William G. "An Evaluation of the Use of MBO Procedures in a Library," Special Libraries, 66 (July, 1975), pp. 306-312.

GOALS AND OBJECTIVES 1979-80

Division of Commonwealth Campus Libraries

Draft Planning Document

Mission

The University Libraries at the Commonwealth Campuses, Behrend College, and Radnor Center for Graduate Studies and Continuing Education have as their mission the provision of materials and services necessary for the effective pursuit of the instructional mission of each individual location. Inherent in this mission is the provision of bibliographic, physical, and intellectual access to information to the students, faculty, and staff at each location.

As reaffirmed by President Oswald in October of 1976, "The libraries at Commonwealth Campuses have been developed as student-oriented collections, providing materials primarily in support of their instructional program." (The Academic Policy Plan, p. 56)

Objectives - Office of the Commonwealth Campus Libraries Coordinator
Academic Year 1979/80

To provide for the development of planning statements (goals and objectives) in the CWC Libraries annual reports.

To review individual campus library planning statements and take appropriate action as required.

To review the objectives of the CWC Libraries Division and provide appropriate changes.

To evaluate every librarian in the Division.

To review the "Revised Budget and Five Year Plan: University Libraries, 1979/80-1983/84" and take appropriate action as dictated by the Plan's effect on the Division.

To establish a timetable for planning purposes which will set out the automation effort's effect on the Division.

To visit each campus library at least once.

— The above objectives will be carried out in consultation as appropriate with the CWC Libraries Advisory Committee.

Ongoing

To aid the Division in carrying out its mission.

To encourage the provision of high quality library programs throughout the Division.

To serve as an advocate for the Division.

To encourage the evaluation of every staff member in the Division.

To provide for the review of the Division's Promotion and Tenure Criteria.

To provide for communication to and from the Division and central operations and among all units of the PSU Libraries as appropriate.

Objectives - Division

Ongoing Objectives

To develop and revise as appropriate individual campus library collection development policies.

To select and maintain materials as set out in individual campus collection development policies.

To weed the collection of material determined outdated or irrelevant by the collection development policy.

To provide user assistance as appropriate in the utilization of campus collections.

To provide access to needed information or materials located outside the individual campus libraries.

To provide for the security of library materials.

To provide library use instruction by offering Library Studies 001, orientation programs, course related instruction, term paper clinics, and the Library Resources Book (in conjunction with English 20).

To provide appropriate space for use of library resources.

To provide appropriate materials to acquaint the user community with library services including those at UP such as the computer based bibliographic search service.

To develop practical information regarding
a. User contacts
b. User satisfaction
c. User needs (Users = both faculty and students)

To provide prompt access to library materials.

THE PENNSYLVANIA STATE UNIVERSITY

INTER-OFFICE CORRESPONDENCE

Date: June 7, 1978

From: Stuart Forth Forth

To: Members of LAC

Enclosed is a report from the Ad Hoc Planning Committee recommending the establishment of a standing Planning Committee and outlining a planning process for each year. Would you please give this document your close attention and be prepared to discuss it at a meeting of the LAC within the next two or three weeks. It would be nice to be more specific but a number of things are hanging over us and we are not quite certain when they will fall, requiring of course lots of work. In the meantime, if you have questions, comments or suggestions, you might send them to the Chairman, Murray Martin or the Deputy Chairman, Ed Johnson.

SF:sjd
Enclosure

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UNIVERSITY LIBRARIES PLANNING

I. Role of the Planning Committee

The MRAP Planning Task Force defined planning as "the formal process of setting objectives, determining courses of action to achieve objectives, allocating resources, and evaluating progress toward objectives." In summary, MRAP recommended a planning process based on the establishment of formal goals and objectives, involving individual units through written plans based on annual goals and alternatives statements, and coordinated by a committee and a "planning officer." The goals and objectives process will be addressed below and we have a "planning officer" in the person of the Associate Dean. A planning committee, however, did not develop until this last year. (MRAP thought that LAC might serve this function.)

Experience with the ad hoc planning committee for 1977/78 demonstrated the value of utilizing a diverse group of librarians (representing library-wide perspectives rather than strictly departmental or divisional views) to think about the future, often in non-conventional terms. It is recommended that a standing planning committee be appointed annually by the Dean of University Libraries. Recognizing that this committee has a major administrative dimension, no attempt has been made to make it strictly "representative." However, the committee should be "balanced" in order to insure diversity of views, occasional rotation of members, and a continuity in the committee from one year to another.

Membership: The Associate Dean of Libraries, one of the Assistant Deans, one member from LAC, one member from SLC, one member from the LFO Council, two librarians-at-large, and one member from the Commonwealth Campus Libraries Advisory Committee.

Responsibilities: to coordinate the planning activities of LFO, LAC, and other standing committees, and the Dean's Executive Council and to assist in the development of a planning process which a) enlists contributions from administrators and non-administrators, b) follows a public and continuous sequence, and c) includes timetables for implementation. In addition, the Committee may, at the request of the Dean's Executive Council, assist in reviewing existing and proposed programs, assessing the future environment in the light of economics, technology, and user needs, addressing the issue of reallocation of resources, and seeking cost-effective and cost-beneficial methods and procedures. It will also provide liaison with other library groups.

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II. The Process of Establishing Goals and Objectives

1. Definite, clear cut, measureable written goals and objectives should be developed by each unit, department and division by mid September. Departmental goals should have the general support of the appropriate assistant dean.

2. Each department chief and Commonwealth Campus Head Librarian, through the appropriate academic administrator, should forward copies of his or her statement to the Dean's Executive Council (DEC) and to all other LAC members.

3. Around October 1, the department chiefs and coordinators should begin meeting to share, discuss, and coordinate their separate goals statements with the thought of contributing to a statement of library-wide goals. During this period the Dean's Executive Council will consider these goals in light of divisional and library-wide concerns.

4. Around October 15, a written statement commenting on the departmental statements and noting areas of agreement or problems should be sent from the department chiefs to the Dean's Executive Council. This statement, along with all the departmental statements will constitute input into the budget planning process as well as contributing to the preliminary formulation by DEC of a statement of general library goals and objectives.

5. In mid-December, after the budget document has been forwarded to university officials, LAC should meet to discuss the budget, the departmental goals, and general library goals. This meeting should result in an understanding by department chiefs and coordinators of library-wide goals and of individual departmental goals in light of the library-wide goals.

6. In early January, the Dean of University Libraries should convene an annual faculty forensic session to discuss the topics mentioned in No. 5 above. The information discussed there should be disseminated as widely as possible to the staff at large.

III Planning Calendar

July

Initial Operating Budget effective July 1; final clarification may not be received for several months; Planning Committee appointed. Initial Book Budget distribution prepared during July, after the last year's accounts have been settled, but may need further work depending on the availability of funds.

August

Ombudsman election

Annual reports due from department chiefs and CC Librarians by August 31.

Initial guidelines for budget proposal prepared by Planning Committee and submitted to the Dean's Executive Council for forwarding to academic administrators.

September

Divisional Promotion and Tenure Committees and University Libraries Committee elected and appointed.

Other committees appointed.

Goals and objectives from department chiefs and CC Librarians sent to appropriate academic administrator by September 15.

Evaluations for tenure reviews completed by September 30.

October

Department chiefs and co-ordinators meet to consider goals and objectives on or about October 1.

Composite goals and objectives statement and plans for implementation sent to Dean's Executive Council by October 15.

November

Divisional committees complete promotion and tenure evaluation by November 30 (except CCL division)

CC Librarians' goal statements completed by November 1.

Final goals and objectives document completed by Dean's Executive Council.

Planning Committee and Dean's Executive Council evaluate University Budget recommendations and refer as appropriate.

III Planning Calendar (continued)

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December

Budget recommendations completed and submitted to Provost.

LAC and DEC meet to discuss final goals and objectives statement and to review the final budget recommendations.

CC Divisional committee completes promotion and tenure review.

January

Annual faculty meeting to discuss goals and objectives and budget recommendations.

University Libraries Committee completes promotion and tenure evaluation by January 31.

Planning Committee continues work on supplementary statements in support of budget proposal.

February

Budget Hearing

March

Strategy sessions (e.g. Planning Committee and department chiefs) continue during this period.

April

Advice on budget received by Dean, including financial and procedural instructions.

Planning Committee and DEC consider budget advice and prepare recommendations for the Dean.

Timetable for closing out the fiscal year announced.

May

All faculty evaluations to be completed by May 1.

Request for "zero" budget received. Permanent budget adjustments are made at this time; temporary adjustments and internal changes are determined by DEC.

Salary increases initiated during this period.

Promotions announced.

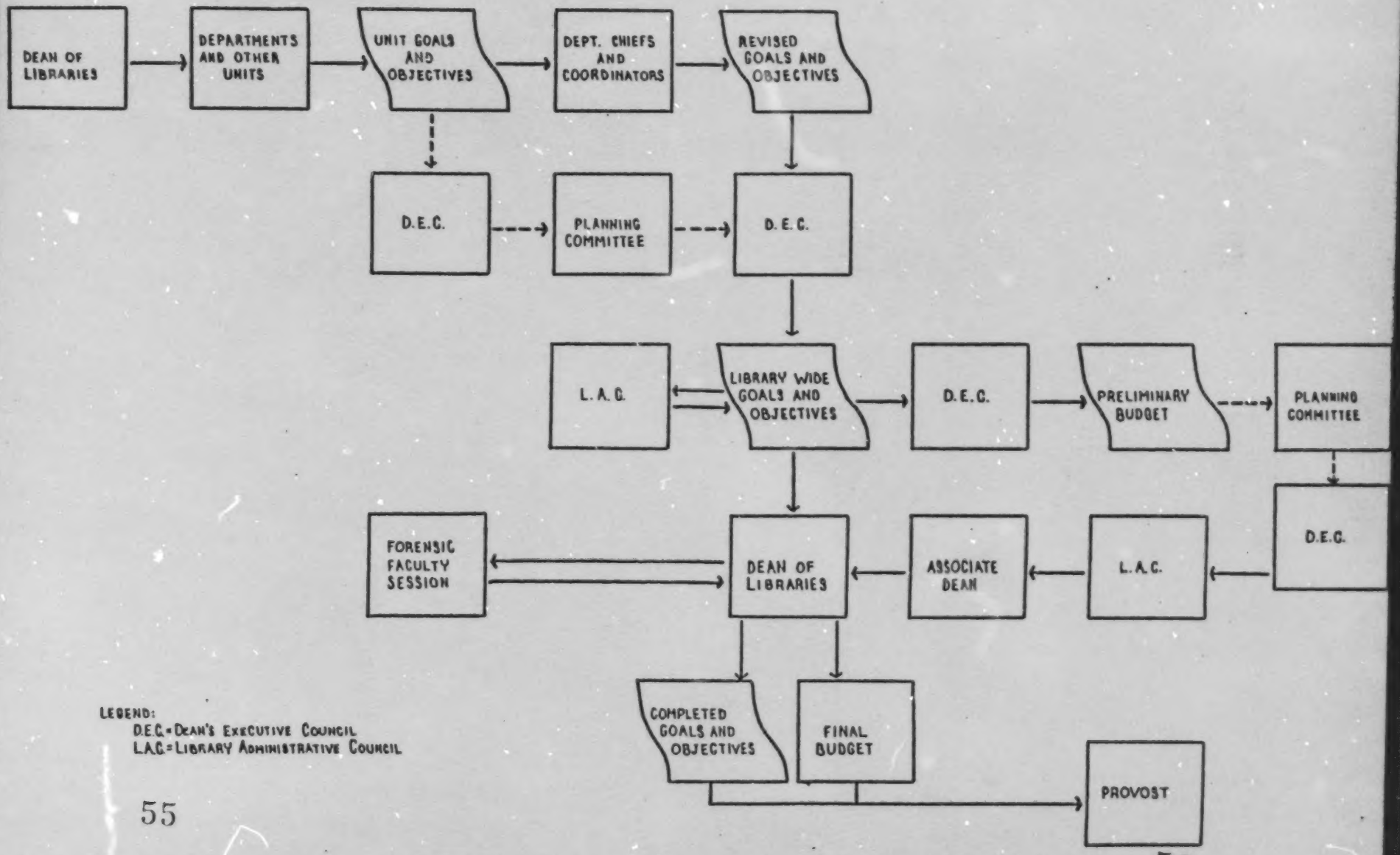
June

Salary increases completed and processed.

LPO Committees elected and appointed.

Year-end budget adjustments completed.

UNIVERSITY LIBRARIES
BUDGET & PLANNING
PROCESS-FLOW CHART
MAY 17, 1978



LEGEND:
D.E.C.=Dean's Executive Council
L.A.C.=Library Administrative Council

I. INTRODUCTION AND BACKGROUND

The Library's performance evaluation system has the broad purpose of improving the library's performance. It is not oriented toward decisions on salaries, which are treated as separate procedures, but is aimed instead at developing agreement among library staff on how they might provide users with effective and efficient library service. To achieve this broad purpose of improving the library's performance, this program will work toward:

- developing the skill, knowledge and capabilities of the library system's staff;
- developing mutual understanding and agreement among the staff of what the library's role is within the University; what specific library units and departments can do to contribute to the fulfilment of that role and how individual staff can best contribute to the library's success;
- clarifying and specifying to staff what is expected of them in their jobs;
- building on staff's commitment to do their jobs well which can contribute to the rational design of the library's operational procedures;
- evaluating staff members' performance in terms of its contribution to the library's performance; and
- developing a climate in the library in which problems, concerns and disagreements are brought into the open where they can be discussed and resolved in a constructive fashion.

The design of this program reflects a number of assumptions which are supported by both observation and experience. These include:

- that McGill library staff from all levels and departments have much to contribute to defining what their work units should be doing and how it might best be accomplished. This is simply a way of saying that those individuals doing the work will have important views of both the constraints and the opportunities which they face in their day to day work;
- that most library staff want to contribute to good library service, that they want to perform well, and that they can offer suggestions and assistance to administrators and supervisors regarding their own jobs;
- that most library staff want to know, as specifically as possible, what is expected from them in their jobs in terms of both functional responsibilities and standards of performance;

- that most library staff want to know how they are doing and how their supervisor perceives they are doing on a regular basis. While most staff want recognition of work well done, they can also benefit from open discussions of problem areas and possibilities for improvement;

- that supervisors* play a critical part in maintaining and developing the library's performance and that this performance evaluation program should build on their skills and support their supervisory responsibilities. The program provides a structure and a process for supervisors to use to plan and organize their units' activities, to relate them to the library's service objectives, to periodically review progress, to work with individual staff members in the development of their work goals and standards of performance, and to maintain viable, constructive working relationships among their staff. The program is designed to respect variations in personal style and staff attitudes, and places substantial responsibility on the supervisory staff. For this reason, the library operates a regular supervisory training program directed specifically toward developing the supervisory skills needed to operate the program effectively;

- that agreement regarding a work unit's activities can best be made in a group setting in which the unit's staff contribute their varied perspectives regarding both problems and opportunities for improvement.

  In addition to assuring fuller consideration of the various factors which affect a unit's work, the group process can facilitate and enhance the staff's commitment to work toward agreed on goals. For the purpose of this program, a work unit is defined as a group of staff organized to carry out one primary function, such as card typing, or circulation, or a few closely related functions.

- that this performance evaluation program should be reviewed periodically to identify weaknesses and to prescribe improvements.

The remainder of this manual describes the operation of the performance evaluation program in detail. It is supported by a training program which is provided by the library to all staff appointed to positions responsible for performance evaluation. Training will be provided after four weeks and within eight weeks of these appointments. In addition, all new staff are provided with a general description of the program as part of the library's orientation program for new staff.

*Throughout this Program Description, 'Supervisor' refers to the one who is designated with the responsibility for the development of unit and individual goals and the preparation of performance evaluation.

II. GENERAL OVERVIEW

The performance evaluation program is based on performance goals which are developed within each unit of the library. These goals are based on the overall objectives which have been formulated for the McGill Library System, and for each Area Library. Major departments are developing departmental goals which specify major activities which must be accomplished to achieve these broad objectives. In turn, the unit performance goals provide the basis for assigning functional responsibilities and for setting standards of performance for the individual staff. The various elements of the program are described briefly below, and in more detail in the remainder of this manual. They form a hierarchy of objectives and goals in which individual and unit goals are compatible with departmental goals, Area Library objectives, and the overall objectives of the Library System.

- McGill University Library Objectives:

  These are statements of long-range, broad intent which describe the library system's reason for existence. The objectives are formulated by the Director of Libraries in consultation with the DSM (Area Librarians and Administrative Staff Officers) and the general staff. They are reviewed periodically to reflect changes such as new service demands, new cooperative arrangements with other libraries, budget reductions, etc.

- Area Library Overall Objectives:

  Again, statements of long-range, broad intent, but specifically designed to describe the unique service requirements of each Area Library. These objectives have been developed by the Area Librarians with the active assistance of their staffs. These sets of objectives have been reviewed by the DSM to ensure compatability with each other and, of course, with the system-wide objectives. They also provide the conceptual framework for the development of the departmental and unit performance goals.

- Library/Departmental Goals:

  Statements of purpose, developed for the various libraries and major organizational departments, to direct their work toward the achievement of Area Library objectives. Less general than the Area Library objectives, they provide a logical transition between them and the more specific unit goals.

- Unit Goals:

  These are shorter-range and more specific. They frequently provide observable standards of achievement in work units. They are developed by the staff of each unit in group sessions, led by the unit's supervisor.

- Unit Performance Standards:

  Unit performance standards constitute what is the acceptable level of performance of a unit, given the needs of the library and the resources available to the unit. They are the specific, observable indicators of success in achieving unit goals and may be both quantifiable and subjective. They should indicate to the members of a unit how they can know when the unit is successfully achieving its goals.

- Individual Goals:

  Individual goals are specific, written and agreed-upon definitions of what an individual staff member will strive to accomplish over or during a period of time. They are the written presentation of an individual's responsibilities and may include ongoing activities and/or special project activities.

- Individual Performance Standards:

  Individual performance standards constitute the acceptable level of performance of an individual. They reflect an agreement between the staff member and his or her supervisor in terms of when, how well, how much, or how often the staff member will achieve his or her goal(s). These may be quantifiable, such as time lapse between acquisition of material and forwarding to the cataloguing unit, or they may be more subjective, such as serving users in a pleasant manner. In either case, they should be defined as specifically as possible and should be observable. They should provide a means for the staff member to know when his or her work is acceptable.

  The formulation of individual goals and performance standards is carried out jointly in a meeting between the individual staff member and the supervisor (and the work flow supervisor, when applicable), and is based on the agreement on unit goals and standards developed in the unit's group meeting.

- Periodic Review of Unit Goals:

  As frequently as necessary but, at a minimum, every six months, each unit meets to assess its progress toward achieving its goals, to discuss problems and possibilities for improvement, and to revise the goals for the next time period. This group session is led by the supervisor.

- Periodic Evaluation of Individual Performance

  At the initiative of either the supervisor or the staff member, but at a minimum of every six months, each staff member meets formally with his or her supervisor to assess individual performance, to discuss problems and opportunities for improvement, to review the individual's personal job goals and to plan for the next review period. Once each year, a formal evaluation document is prepared by the supervisor and the staff member and placed in the staff member's personnel file.

GOALS AND OBJECTIVES STATEMENTS

UNIVERSITY LIBRARIES: STATEMENT OF GOAL AND OBJECTIVES

The goal of the M.S.U. Libraries is to support the instructional, research, and public service programs of the University by making available to the students, faculty, and staff, information resources for their curricular, research, and general information needs; and, in addition, by fulfilling our obligations in local, state, regional, and national information programs.

The goal can be met with seven continuing objectives. It is our intent to increase availability of information resources for the University community by—

—providing a collection of information resources which meets most of the needs of the University community.

—organizing, maintaining and controlling the collection for maximum utilization.

—providing bibliographic aids and assistance in identifying, locating, and using information resources, including those not available in the University Libraries.

—providing facilities and equipment for the storage and use of information resources.

—maintaining effective administrative planning and support services.

—promoting the use of the University Libraries and information resources.

—enchancing the resource-sharing and networking capabilities of the University Libraries.

The following specific objectives have been identified as some short-term steps toward meeting the continuing objectives.

—to have on-line computer access, by author, title, and subject, to the 400,000 titles which may account for more than 75% of the expected circulation.

—to have available in standard machine readable format the full bibliographic record of current acquisitions and to convert to this format selected retrospective records.

—to utilize bibliographic and informational data bases as a normal extension of reference and information services.

—to utilize better existing space and to provide new space for library services.

—to develop and codify a personnel system that will assure continued quality of the library staff.

—to make known, both locally and nationally, the excellence of certain M.S.U. Library services and program.

—to analyze and evaluate collections and the needs of the University community in order to refine our selection and retention policies.

—to be more aggressive in seeking additional funds from foundations, federal agencies, and others for library programs.

GENERAL READERS' SERVICES

Statement of Goals and Objectives

The goal of the General Readers' Services Department staff is to participate in providing collections and to provide a full range of reference, information, circulation and related services in support of the curricular, research and general information needs of M.S.U. students, faculty and staff working primarily in the humanities and social sciences; and, in addition, to assist in fulfilling the Libraries' obligations in local, state, regional and national information programs.

In pursuing this goal, the staff directs its efforts towards the achievement of these eight continuing objectives:

1. Undergraduate users will have available information services and resources in sufficient copies to satisfy most of their needs.

2. Graduate, faculty and staff users will have available information services and resources to satisfy a high percentage of their needs.

3. Users will be able to locate and retrieve needed information or known items quickly and easily.

4. Users will be provided with access to information resources not available in the University Libraries.

5. Users will learn to use the University Libraries and information resources effectively and efficiently.

6. Users will be provided with improved space and equipment for the effective use of information resources.

7. Users will be aware of the University Libraries' resources and services.

8. Appropriate resources and services will be made available beyond the primary user community.

RESOURCE DEVELOPMENT & SPECIAL SERVICES

Statement of Goab and Objectives

The goal of the Rescurce Development and Special Services Department is to build, maintain and promote the use of the University Libraries' collections of information resources that support the curricular, research and general information needs of the university primarily /particularly/ in the humanities and social sciences.

The goal can be met with these continuing objectives:

1. By building and maintaining a collection of information resources which meets most of the needs of the university community.

2. By providing bibliographic aids and assistance in identifying, locating and using information resources, including those not available in the University Libraries and by providing access to specialized collections reference services.

3. By promoting the use of the University Libraries and information resources.

4. By enhancing the resource sharing capabilities of the University Libraries.

5. By promoting interdepartmental cooperation with the Library.

6. By fostering research and publication in bibliography, in library use, in collection development and related subjects.

7. By actively contacting academic departments and maintaining such links as will keep us abreast of curricular and research developments as they happen.

8. By publishing collection descriptions as a preliminary step towards a total collection analysis program that will designate levels of collection building in specific areas.

SCIENCE LIBRARIES

Statement of Goal and Objectives

The goal of the M.S.U. Science Libraries is to support the instructional, research, and public service programs of the university in all science fields, by making available to the students, faculty, and staff information resources and services for their curricular, research, and general information needs in the sciences, and in addition, by fulfilling our obligations in local, state, regional, and national information programs.

The goal can be met with nine continuing objectives. It is our intent to increase availability of information services and resources for the University community by

-- providing a collection of scientific library materials, including bibliographic and non-bibliographic data-bases, that best meet the teaching and research needs of the academic community regardless of location.

-- carrying out additional technical processing of library materials as needed in the science libraries for the purpose of organizing, maintaining, and controlling the collection for maximum utilization.

-- providing reference services and materials including data-base searching and library instruction to aid in the maximum use of the information resources in the science libraries.

-- more effective utilization of existing facilities and equipment for the storage and use of information resources.

-- promoting a new and adequate Science Library building for future growth and development.

-- maintaining effective planning, personnel administration, and support services.

-- researching new and better ways of providing library services.

-- promoting the use of the science libraries and information resources.

-- planning for extension of the science libraries' resources and services to affiliated programs of the University regardless of location.

TECHNICAL SERVICES

Statement of Goal and Objectives

The goal of the Technical Services Department is to support the stated goal and objectives of the MSU Libraries, by procuring and processing information resources and by providing bibliographic access to the collections.

The following continuing objectives have been identified to meet the libraries' goal of increasing availability of information resources for the university community:

--acquiring library materials through order, exchange and gift programs

--providing bibliographic access to the collections through cataloging, classification and appropriate subject analysis of library materials

--updating an enhancing the bibliographic files and maintaining in standard machine readable format the full bibliographic record of current acquisitions and to convert to this format selected retrospective records

--providing physical processing for library materials

--maintaining effective administrative planning

--adhering to recognized standards of information organization to facilitate resource sharing and networking capabilities

Statement of Goals
Texas A&M University Libraries

PURPOSE

The purpose of the Texas A&M University Libraries is to provide materials and services as an integral part of the University in the pursuit of the University's educational, research, and public service goals.

Goal I

To select, acquire, and maintain those information resources necessary to support the educational, research, and public service goals of the University.

Goal II

To house the Libraries' collections and service activities in space that meets user and staff requirements, assures collection security, safeguards the condition of resources and enhances operating performance.

Goal III

To make information resources readily available and accessible to the University community and others as appropriate.

Goal IV

To provide a qualified, service-oriented staff which can most effectively give needed service.

Goal V

To take an active role in the educational process by assisting in the identification and location of information and in the understanding and utilization of library resources and services.

Goal VI

To practice organizational and management procedures that will ensure an effective and systematic approach to library operations.

Goal VII

To promote research or innovative activities which will enhance the services and resources of the Texas A&M University Libraries or those of the larger library community.

Goal VIII

To secure adequate financial support for the advancement of the Libraries toward its goals and objectives.

Goal IX

To create support for the University Libraries by promoting its services and resources.

Goal X

To develop constructive relationships with academic departments, the student body, and other units of the University to help assure the development of the Libraries' resources and services consistent with the University's goals.

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Goal XI

To develop constructive relationships with other libraries, professional associations, and cooperative organizations.

Goal XII

To uphold the philosophy stated in the Library Bill of Rights, and to protect the right of user privacy.

University of Massachusetts/Amherst
University Library

Mission and Goals of the University Library

The mission of the Library is to provide appropriate support for the instructional, research and public services of the University of Massachusetts at Amherst.

The primary objective of the University is to make materials and information available to the library user when needed.

In order to achieve this objective the Library will:

1. Select and acquire as much of recorded knowledge, in whatever form, as is consistent with the current and developing educational and research needs and goals of the University community.

2. Organize and bring under bibliographic control the materials acquired.

3. Actively promote the Library as a resource and interpret its collections to users, to assist them in utilizing the Library and in obtaining access to needed information located elsewhere.

4. Maintain the collections in good order and good physical condition.

5. Promote the effective utilization of resources by cooperating with other libraries and information centers.

6. Develop and utilize better ways of providing library resources and services based upon the analysis of user needs and the economical application of new technologies.

7. Recruit, develop and support the staff needed to provide the appropriate services.

MISSION AND GOALS OF THE UMCP LIBRARIES

The mission of the UMCP Libraries is to support the educational, research and service activities of the faculty, students and staff of the University of Maryland College Park. The Libraries also make their resources available to the faculty, students and staff of the University of Maryland system and the people of the State of Maryland and the larger community. The Libraries seek to accomplish their mission by working toward the following goals:

--anticipating and responding to trends in scholarship and instruction

--collaborating with the faculty in determining the nature of the collection and user services

--building and preserving strong collections pertinent to the present and future programs of the University

--engaging in national and regional efforts at resource sharing

--offering users bibliographical and reference services to facilitate access to recorded knowledge

--maintaining a qualified staff of librarians and other personnel to serve users

--providing appropriate facilities for the collection, its users and its staff.

MISSION

The mission of the University of Cincinnati Libraries is to assure both bibliographical and physical access to the body of recorded knowledge and information needed to support the instructional programs, research efforts, and social responsibilities of the University.

ORGANIZATION

The University of Cincinnati Libraries is a system of libraries headed by a single executive officer with the title and status of Vice Provost. The system presently consists of the Main Library, four college libraries and five departmental libraries, as well as various special collection and service units. The Vice Provost is responsible for the management of these libraries, serves as liaison with other University Library units, and reports to the Senior Vice President and Provost for Academic Affairs. Assistant Directors, staff officers, department heads, college librarians, and unit supervisors are organized in an administrative structure to facilitate decisions at the appropriate levels.

PROGRAM OBJECTIVES

1. To acquire those materials most needed to maintain currency and support instruction and research in the academic programs of the University.

2. To make available information resources which are not part of the Libraries' collections but are needed to support the instructional and research programs of the University.

3. To expand monetary support for enrichment of the research capabilities of the Libraries' collections.

4. To organize the materials acquired in a manner conducive to maximum patron access and consistent with national standards for bibliographic records, except where the needs of local usage require deviation from these standards.

5. To house services and collections in facilities that provide ready access to materials for circulation, reference and study, and that assure safe and efficient working conditions for library patrons and staff.

6. To maintain the collection in a usable physical condition and conserve the material for future generations of users.

7. To provide services for interpreting the Libraries' collections to patrons and assisting them in locating, as well as utilizing, the resources required to meet their informational needs.

8. To support the classroom activities of the University by furnishing and servicing media equipment and related instructional materials.

9. To recruit and train personnel possessing the wide range of knowledge, skills and experience necessary to meet the diverse library service requirements of the University community.

10. To provide a dynamic and flexible staff organization capable of anticipating and responding to the evolving service responsibilities of the Libraries.

11. To organize, monitor and evaluate library services and procedures to assure the effective and efficient utilization of funds available now and in the future and to meet conditions prescribed by local, state and Federal regulations.

12. To maintain close and meaningful working relationships with officials of the University and with academic departments and other official bodies to assure effective development of library services consistent with University objectives and programs.

13. To cooperate with other libraries and library organizations to improve methods of exchanging information and resources and to develop mutually beneficial approaches to collection development and service programs.

THE LIBRARY MISSION

The mission of the Iowa State University Library is to make readily available the broadest range of recorded knowledge with emphasis on those areas in support of the instructional, research and service goals of the University. It serves to stimulate use of library resources at all academic levels and foster cooperative library endeavors for the intellectual benefit of Iowa State's faculty and students, the citizens of Iowa and the scholarly community at large.

To fulfill this mission the Iowa State University Library pursues a series of general and specific objectives, designed to continually strengthen and improve its operations, resources and services.

LIBRARY OBJECTIVES

Assess on a continuing basis the library needs of the University through meaningful contact with the administration, academic departments and the user community, and with those planning groups whose activities have implications for library service.

Develop and maintain plans for organizing the human and physical resources of the Library in ways best suited to meet the University's informational needs and to advise the University as to the requirements for and cost of these resources.

Select and acquire those most needed informational materials to assure balanced development of Library resources necessary for ongoing and projected instructional, research, extension and other service programs of the University.

Insure continued development of those particular collections of pre-eminence which are distinctive to Iowa State and which are of regional, national and international significance.

Plan for and provide physical quarters and equipment for readers and staff that permit maximum access to Library resources and optimal conditions for their preparation, service and preservation in all locations of the University.

Develop programs for effective long-range space planning.

Develop objectives for each department in the Library, including a statement of general mission, a comprehensive list of areas of responsibility and a statement of the interrelationships with other Library departments as well as outside agencies.

Maintain and further develop a highly capable Library staff through systematic programs of national recruitment, continuing education, career development and effective utilization of individual talents within a personnel policy which affords equal job opportunity for all.

Develop and maintain job descriptions for all appointive Library staff members, including position scope, a list of duties and goals and a statement of the authority necessary to carry out responsibilities.

Utilize the widest number of avenues of communication possible both internally and externally to insure the clearest understanding of Library policies and programs.

Encourage increased dissemination of information concerning Library resources and services throughout the user community.

Provide formal and informal instruction to all patrons in order that effective utilization be made of all informational resources and services regardless of location or source.

Organize and maintain collections and service functions for maximum accessibility consistent with the type of materials and user need.

Maintain systematic programs of binding and preservation for all Library materials.

Evolve and operate a management information system that will insure effective planning in terms of costs, operating needs and policy decisions.

Maintain constant exploration of professional and technological developments with a view to applicability within the Iowa State University Library.

Maintain and further develop constructive working relationships with other libraries, library associations and cooperative organizations to enhance access to other resources and to effect the development of mutually advantageous approaches to collection policies, interlibrary exchanges and informational networks.

Continually review existing objectives and develop new objectives as appropriate.

September 8, 1972

These goals are not in priority order; most represent on-going activities for the Library, not one-time special projects. Resources are allocated so that progress can be made on all goals, consistent with Departmental Objectives and standards and expectations.

General goals and areas of emphasis for 1979/80 include:

(1) Operation of the library in an efficient manner, in line with the goals of UC and UCR and in recognition of the role of an academic library in the life of the campus and the community.

(2) On-going library planning, taking into account systemwide and campus plans, developing technologies, and an austere, declining, budget.

(3) Operation of the automated circulation system, CLSI, in the three libraries, including on-going conversion of the circulating collection and automatic input of new materials through a CLSI-OCLC interface.

(4) Full, efficient utilization of OCLC, the on-line technical processing system.

(5) Continued full and complete participation and leadership in the implementation and revision of the Plan for Development, including the on-going evaluation of its impact on UCR.

(6) Completion of a media plan for UCR. This goal includes a determination of the best location and support for the Harry and Grace James Recorded Sound Archive.

(7) The operation and development of instructional services, including offering (1) the academic course entitled "Library Research Strategies", (2) a self-paced library instruction workbook for the sciences, and (3) the services of librarians for formal courses, course integrated instruction, assistance to faculty, etc.

(8) Increased visibility of the UCR Library on the campus, in the community, and in the region.

(9) The continued development of the collection development function in the Library. The goal includes an analysis of the collection development network and policies, increased interaction with the faculty (and organized research facilities and groups), the development of an up-to-date and accurate description of the programs we serve, and a clarification of the relationships between public services, acquisitions, instruction and the collection development effort. The most important effort for the year will be the preparation of a policy statement regarding all aspects of collection development at UCR.

(10) The on-going development of and cooperation with an effective UCR Friends of the Library group.

(11) Update of a library space plan, including consideration of outstanding minor capital projects, regional storage facilities, patron study needs, and other factors influencing space needs. Space planning for the year includes occupation of the 4th floor stack addition and the art collection restricted area.

(12) Full support for computer literature searching and computer assisted ready reference in all three libraries.

(13) The continued operation and development of a comprehensive Employee Development Plan and the development and implementation of an effective cross-training program, including a staff recognition procedure.

(14) The identification and implementation of short- and long-term solutions to theft and mutilation, with appropriate consideration of improving overall Library security.

(15) The identification and tapping of internal and external funding sources for special projects.

(16) Development of a plan for Special Collections, including proposed publicity efforts to call attention to the particular strengths of UCR's special collections, definition of areas in which to build special collections, involvement in the total historical activities of the region, preparation of publications about the collection, preparation of a disaster preparedness guide, preparation of a manuscript and archive policy, and interaction with the UCR Friends of the Library.

(17) Continued development and enhancement of regional library cooperation.

(18) Continuing sponsorship of a Science Fiction Conference for writers and scholars, along with development of the Eaton Collection. This goal includes sponsoring other programs such as a film conference and writer's workshop, along with publication of the Eaton Conference proceedings.

(19) Investigation of computer supported book fund accounting and acquisition systems.

(20) Identify areas of library-related research in anticipation of Systemwide and/or local support for library research.

(21) Development and implementation of a simple, yet dynamic management information system for on-going, periodic, and special purpose analysis of library throughput, impact of events in library processing, impact of inflation, etc.

(22) The completion of technical processing integration and planning for catalog alternatives and AACR2.

SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE
LIBRARY AFFAIRS
STATEMENT OF GOALS AND OBJECTIVES

Introduction

The overall mission of Library Affairs is to provide intellectual resources and support necessary to enhance the university's instructional, research, and service activities Library Affairs is committed to providing materials in whatever format is needed and to providing the services and facilities necessary for their use. Library Affairs is committed to the concept of a strong, central library organized on the subject division plan. Goals and objectives are as follows:

A. Information Resources:

1. To acquire, organize, and maintain collections of books, journals, manuscripts, microforms, and archival materials to support the university's activities;

2. To acquire, organize, and maintain information resources in non-print formats, e.g. audio and visual materials, to provide access to information in computer data bases, and to provide programs and facilities for self-instruction;

3. To acquire materials related to southern Illinois in recognition of SIU-C's unique responsibility for the area;

4. To continue to develop the library's unique special collections in fields such as British and American expatriates, Irish literary renaissance, twentieth century theater, American philosophers, and the history of printing;

5. To maintain means for acquiring from and lending needed materials to other libraries through interlibrary borrowing and through cooperative acquisition programs;

6. To develop and maintain a comprehensive program for the conservation and preservation of library materials;

7. To consider and define subject areas and levels of collecting activities, and to develop a collection policy statement that reflects the university's academic programs and supports its instructional, research, and service activities;

B. Facilities:

1. To meet the physical needs of housing collections and providing study facilities, patron service areas, and staff office and work areas;

2. To study the needs and future directions for additional building space and to present proposals to the university for building space planning and capital fund requests;

3. To acquire and maintain equipment necessary for library and learning resources needs, i.e., equipment for housing collections, for meeting user needs, and for keeping pace with technological advances;

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C. Staffing:

1. To maintain a faculty and staff of adequate size and superior quality to meet the needs of users and to allow the Library Affairs faculty to meet the criteria of teaching, research, and service;

2. To encourage and provide opportunities for faculty and staff development through special programs, through opportunities to take courses and attend professional conferences or workshops, and through scholarly research;

3. To keep faculty and staff informed about university programs and encourage responsiveness to changing directions within the university and in higher education;

4. To foster faculty and staff interest in and connections with state, national, and international scholarly activities;

D. Instructional Services:

1. To provide reference, bibliographical, and instructional services to students, faculty, and other interested persons;

2. To offer courses on library resources and use, reference and research, and related areas, and to provide lectures or programs for courses in other academic departments;

3. To provide orientation programs for students and faculty to acquaint them with the resources and operations of the library and learning resources;

4. To provide instructional design services to faculty, to provide related media services to the university community, and to provide instructional materials to students for class and personal use;

5. To work cooperatively with departments and colleges on curriculum planning and departmental program reviews;

E. Research Services:

1. To encourage Library Affairs faculty to engage in research in order to publish and make available instructional materials, guides, reports, bibliographies, and other descriptive literature related to the collections, services, and facilities administered by Library Affairs;

2. To provide staffing, support, and coordination for editorial projects such as for the works of John Dewey and the papers of Ulysses S. Grant;

F. Other Services:

1. To participate actively in planning programs and services of the regional and national research library community (e.g., Association of Research Libraries, Center for Research Libraries, Midwest Library Network, Ohio College Library Center, Consortium of University Film Centers, and Illinois Library Network) in recognition of the growing interdependence of academic libraries;

2. To develop and maintain the film library and to provide films for both on and off-campus needs;

3. To cultivate the interests and contributions of people from the community and region in Library Affairs and to foster the development of endowments to support Library Affairs;

4. To provide service to other libraries of the state as a Research and Reference Center in the Illinois Library Network (ILLINET) system.

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mission

The mission of the Duke University Libraries is to provide services and resources to meet the present and future scholarly and informational needs of the Duke University community and, insofar as possible, to share resources with those outside the University.

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guiding principles

The guiding principles of the Duke University Library are:

to recognize that the Library is not an autonomous body but operates within a larger organizational framework;

to support the University commitment to concerns beyond the institution proper;

to participate in inter-library cooperation in both the spirit of sharing information and in making most efficient use of finances and other resources;

to view the Library as a dynamic system, in need of constant evaluation and adjustment, in order to maintain the necessary flexibility to accommodate changing environmental and patron demands;

to strive toward maximal organizational efficiency and effectiveness, in order to best utilize material and human resources;

to aim for an internal working environment that will produce personal satisfaction in the attainment of Library goals;

to resist attempts to censor information;

to respect individual patrons and to guard their rights to privacy;

to acquire and preserve recorded knowledge for future generations as well as provide tools for ongoing teaching and research;

to maintain flexibility in meeting patron needs, whether planning services, applying regulations, providing resources, or some other activity;

to maximize access to information and use of the collections so that the greatest number of patrons can be satisfied, yet recognizing unique demands of individuals; and

to recognize that patron service is the ultimate goal of all Library activities.

objectives

The basic objective of the Perkins Library System is to facilitate access to information, and to Library materials and services for members of the University community through a common endeavor on the part of the entire staff to acquire, process, service, and preserve Library materials.

In an effort to achieve the basic objective it is incumbent upon the Library staff to:

Develop the collection both current and retrospective based upon a thorough knowledge of the instructional and research needs of the University community;

Develop and establish more effective collection control through improved circulation service, increased security, and collection preservation including proper attention to materials requiring special considerations;

Study and effect means of improving access to Library materials and information through staff awareness and development, user education and the utilization of expanded and non-traditional library services;

Improve and expedite the processing of Library materials through both innovative and traditional methods to provide necessary bibliographic control and access;

Continue to study, ascertain and appraise the Library's responsibilities and ability to serve others beyond the University community;

Develop cooperative programs for resource sharing in light of the University's obligations to this University Community, to other libraries, and to researchers and scholars nationally and internationally;

Systematically examine space problems and needs to ascertain the best possible arrangement of materials, services and staff for maximum effectiveness and efficiency in Library operations;

Maintain and further develop a highly capable Library staff through systematic programs of national recruitment, career development and effective utilization of individual talents;

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Establish and maintain an effective liaison between the Library's staff and its primary clientele to assist in the planning and development of Library programs and services to meet the changing needs of the University;

Utilize the widest number of avenues of communication possible both internally and externally to insure the clearest understanding of Library policies and programs;

Continue to review the above objectives and develop new objectives as appropriate.

UNIVERSITY OF NOTRE DAME

UNIVERSITY LIBRARIES

STATEMENT OF POLICY

LPO:19:78

SUBJECT: Statement of Mission and Goals and Objectives for the University Libraries

Mission:

The mission of the University of Notre Dame Libraries is to acquire, organize, and provide access to recorded knowledge consistent with the present and anticipated teaching, research, and social responsibilities of the University, and to exercise such functions in the more ample domain of Catholic scholarship at large.

Objective 1: The libraries shall seek to accomplish their stated mission in a framework of continuous communication with their user community. Library personnel and the Teaching-and-Research Faculty shall work closely together to determine library services and collections required for student and faculty scholarship. Students and faculty shall be encouraged to express their needs and shall be kept aware of the libraries' services and collections. In developing, maintaining, and evaluating such services and collections, due emphasis shall be given to supporting undergraduate and graduate instruction as well as faculty research.

Objective 2: The libraries' collections shall be developed to support the University's instructional research programs. To this end a written acquisitions policy shall be formulated in sufficient detail to serve as a guide in determining collection development priorities and in selecting materials new to the collection. To meet their responsibilities for the scope and content of the collections, the libraries shall strengthen their liaison activities, seeking the advice and counsel of the Teaching-and-Research Faculty to ensure the adequacy of the collections.

Objective 3: The libraries shall expeditiously acquire those materials identified in the selection procedures set forth in the acquisitions policy. Sufficient records shall be maintained for fiscal control and evaluation of acquisition functions and for status reporting to selectors. New materials shall be readily incorporated into existing collections through adequate bibliographic identification. All cataloging functions shall reflect the libraries' support of national programs to enhance the bibliographic control of man's graphic records.

Objective 4: The libraries shall attract, develop, and maintain an adequate staff, including faculty and non-faculty, which is fully qualified to fulfill the libraries' mission and to support the libraries' objectives. Toward that end, the libraries shall provide just

and competitive compensation, meaningful job experiences, and working conditions conducive to efficiency. The libraries shall continue to support and participate in the University's Equal Opportunity Employment Policy.

Objective 5: The libraries shall maintain a dynamic and effective administrative structure to support the libraries' mission by promoting communication, assuring orderly planning, and implementing appropriate management techniques. It shall be a primary task of the library administration to work closely with other units in the University to develop and maintain a funding base through both internal and external sources adequate for the libraries' mission and objectives.

Objective 6: The libraries shall provide sufficient facilities and space to allow for easy access to all library collections, to provide adequate study areas and to allow for efficient performance of library operations. The library space that is currently used by non-library University activities should not be extended and shall be restored to library use as needed. The libraries shall take all steps necessary to ensure effective physical presenvation of the collection. The establishment of new departmental libraries shall be discouraged, if the cost of their existence limits the use of budgetary funds for the University Libraries' system. All separate collections within the University Libraries shall be carefully coordinated with general library operations.

Objective 7: The libraries shall continue to investigate opportunities to increase services and access to collections beyond Notre Dame through cooperative programs with other libraries and through computerized information retrieval systems created by external organizations. The libraries shall publicize throughout the University their memberships in such programs and systems to ensure the widest possible use.

February 7, 1979

Washington State University

WASHINGTON STATE UNIVERSITY LIBRARIES

PLANNING GOALS AND OBJECTIVES

INTRODUCTORY STATEMENT

The Washington State University Libraries system serves as one of the central pillars in the University's teaching and research structure. It is essential that the development of the Libraries parallel that of the rest of the University to insure balanced progress and provide maximum opportunity for inquiry and investigation. Students need to have successful library experiences as a vital part of their basic education. Researchers and professors need the extensive resources that only a well developed academic library can offer. The growing edge of new knowledge is advancing so rapidly that the Library and its staff must be in the forefront, must accept the dual challenge of keeping up with today's information output and technology and anticipating the information needs and discoveries of tomorrow. With these challenges in mind the WSU Libraries propose the following goals and objectives.

February 7, 1979

WASHINGTON STATE UNIVERSITY LIBRARIES

PLANNING GOALS AND OBJECTIVES

PLANNING GOALS

Research

--To provide library support to increase the university's commitment to and achievements in research.

Graduate Instruction

--To provide library support for the university to improve greatly the level of graduate education.

Undergraduate Instruction

--To provide library support for the university's efforts to improve still further the already high quality of undergraduate education.

Integrated Undergraduate Student Experience

--To provide library support for efforts to create richer and more meaningful cultural and social experiences for the university's undergraduate students.

Summer Session, Special Sessions and Programs for Transfers

--To provide library support to the university's special educational opportunities, such as extension courses, short courses, workshops, seminars, and summer sessions.

PLANNING OBJECTIVES

Operations

--To improve utilization and effectiveness of library facilities and resources by appropriately supporting (i.e., via staff, equipment and space) the units administered by the WSU Libraries.

--To improve efficiency of the library system: 1) by phasing out departmental library collections, which are inefficient and costly; 2) by developing efficient methods of cooperative purchasing and resource sharing regionally, statewide and/or nationally; and 3) by pursuing the remodeling of Library facilities (Holland, Education and Veterinary Medical Libraries and the Agricultural Sciences Branch Library).

--To improve the acquisitions and accessing of materials by making maximum use of new technology, including library automation and the Washington Library Network, in the processing of materials.

--To improve collection accessibility by taking advantage of technological developments in information dissemination, e.g., specialized bibliographic listings (keyword, subject, etc.) of reference materials; user profile services; text editing of frequently updated library publications, e.g., stack plans, handouts, etc.

--To develop a peripheral storage facility which will provide an economical and efficient solution to the anticipated growth of library collections and university administrative records.[1]

--To develop management information systems which will provide accurate and timely data for statistical reporting and decision-making in the Libraries.

Services

--To improve utilization and effectiveness of library services by appropriately supporting (i.e., via staff, equipment and space) the units administered by the WSU Libraries.

--To strengthen the program of library orientation and instruction in library use to enable graduate and undergraduate students, faculty and staff to use the library more effectively.

--To increase research productivity by expanding availability of automated bibliographic search services in the areas of reference and interlibrary loan.

--To improve interlibrary loan procedures in order to provide swift access to and delivery of research materials not available on purchase (i.e., telefacsimile, interlibrary shuttles, etc.).

--To determine the effectiveness of library services by conducting periodic evaluations by users.

Materials

--To cooperate with state, regional, national and international organizations, institutions and programs in sharing resources, services and costs.[2]

--To develop a comprehensive collection development policy which reflects the areas of research and instructional emphasis at WSU and includes acquisition and retention criteria.

--To obtain for the library budget that portion of overhead monies from research grants which are proportionally related to library acquisitions and services.

--To increase library resources and services by obtaining grants from outside agencies.

--To maintain leadership as the major resource center of eastern Washington and to continue to work for adequate funding from the State in recognition of this activity.

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[1] University records must be accumulated and managed in accordance with State law.

[2] Examples of such organizations are Washington Library Network, Pacific Northwest Bibliographic Center, Library of Congress, and Center for Research Libraries.

Staffing

--To review systematically library-wide staffing needs and allocate positions according to recognized goals and objectives.

--To work diligently to secure and maintain appropriate staffing levels (quantity and quality) in all areas of the library system.

--To promote continued development of the library staff in education, knowledge and skills by all appropriate means.

--To pursue aggressively the improvement of faculty and staff salaries by all appropriate methods available.

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Goals and Objectives for 1979/80 in the context of the next five years.

(Administration)

The mission of the University Libraries is to provide effectively and efficiently, within the alloted budget, services and resources in support of the University's programs in instruction and research.

To achieve this mission the Libraries must be cognizant of programmatic and fiscal restraints and of opportunities for improvement which are realistic and cost-effective. This requires careful attention to planning, including the setting of goals and the establishment of priorities. It also requires careful consideration of alternatives and the choice of the most effective ways of meeting the planning targets set for the Libraries.

1. Objective One: To refine the planning process established during the past year in order to develop an efficient tool for management within the libraries. This will require:

   (a) Encouragement for academic administrators to work together as a team in the development of unified objectives,

   (b) Explanation both of general constraints and of ways in which reductions can be made, and enforcement of controls as appropriate,

   (c) Developing more sophisticated techniques of analysis and modelling, including the use of concepts such as 'the 90% library,'

   (d) Better control and standardization of statistics and other records.

2. Objective Two: To develop a more effective management information system. This will require:

   (a) An analysis of the information presently available,

   (b) The development of an information matrix for decision-making,

   (c) The building of an information bank, beginning with available records and adding increments from Systems. e.g. circulation statistics, Accounting e.g. summary financial records and Administrators, e.g. Goals statements with appropriate measurements.

   (d) The development of techniques to measure success and failure in meeting objectives.

3. Objective Three: To improve productivity. An initial goal will be a 2% increase in 1979/80 (to balance personnel reductions). This will require:

   (a) Examination of redundant operations, their elimination, combination or replacement with alternatives where such appears necessary for effective operation,

   (b) Examination of the assignment of time, with an eye to diverting personnel resources to critical tasks,

(c) Examination of unit priorities to match cost and return more closely,

(d) Simplification of reporting requirements (e.g. highlight reports only) or consolidation of activities (e.g. concentration of statistics collection).

4. Objective Four: To develop alternative plans, including a critical path analysis of decision points. This will require:

(a) More rigorous analysis of automated alternatives and their implications for all library operations,

(b) Closer scrutiny of resource investment including the development of better evaluation techniques,

(c) More rigorous scrutiny of organizational and structural restraints,

(d) Development of models based on strictly controlled data.

5. Objective Five: To establish annual priorities. This will require:

(a) Identification of programs and activities for comprehensive, sequential review,

(b) Arrangement of programs and activities in order of priority,

(c) Development of parameters for investment in specific activities to encourage the more careful evaluation of return on investment,

(d) Development of a more flexible financial/planning model to provide for the shifts of resources within and among programs.

6. Objective Six: To complete the initial analysis of collection goals for use in determining future directions. This will probably not result in specific financial or resource recommendations for 1979/80, but should provide a ground work for the necessary decisions in later years. It must include consideration of alternatives to purchase.

University of North Carolina-
Chapel Hill

September 13, 1979

LIBRARY OBJECTIVES AND GOALS

Objective I

Administration. To develop and apply management, budgeting, decision-making and evaluation methodologies which are necessary to the planning and direction of library programs in order to maximize library support of the University's instructional and research programs.

Goals

1. To re-evaluate and update, as necessary, the Library's twenty-year plan in consonance with the changes in University overall plans, enrollment patterns, and instructional and research program requirements; and with the latest trends and techniques in the field of library services.

2. To plan and conduct management projects, such as user studies, operations research studies and development of automated library systems, and to participate in cooperative agreements and networks which will improve the efficiency of library operations and the delivery of library services to its clients, both on- and off-campus.

3. To improve data gathering methods and the timeliness and quality of statistical reports needed to plan and review library programs and to report on the progress of these programs to University Administration.

4. To review existing procedures and implement new operational procedures and to reassign, re-train and/or add personnel as necessitated by the building programs of the next three to five years; specifically, the construction of the new central library and renovation of Wilson Library.

Objective II

Service. To provide accurate, courteous and prompt responses to the information needs of the patrons; to organize the library's resources and materials in the most effective manner; to assist patrons in the effective use of these resources. To provide the revisions, improvements and expansion in services called for by changing methodologies in the retrieval and delivery of information; the expansion, reorganization and storage of library collections resulting from new building programs; and the continued growth and complexity of publication in print and non-print forms.

Goals

1. To encourage, instruct and aid the University community and other patrons in the most effective use of the library's resources and services, including automated information retrieval systems, by special training and instruction programs and library publications.

2. To support University research and instruction programs by such efforts as periodic interviews with the faculty and the preparation and dissemination of bibliographic and reference guides.

3. To cooperate with and contribute to those regional, state, national and international bibliographic projects which will enhance library informational and research services to the University Community, State and nation, such as the bibliographic access system under development by the Triangle Universities Library Cooperative Committee (TULCC).

4. To improve for handicapped persons library services and accessibility to the collections. For the visually handicapped this will include acquiring special readers, braille books and large print additions and other specialized materials and equipment. For all handicapped patrons this may include retrieval of material, special loan provisions and/or the provision of special study facilities to insure access to all library materials and services.

5. To expand online searching of computerized databases at established service points by adding relevant new databases as they become available and by establishing additional service points in other departmental libraries as needed and feasible.

6. To complete the reclassification of appropriate materials from the Dewey to the L.C. system by the time the new central library is opened or as soon thereafter as possible; to develop policies and procedures with respect to access of Dewey material and other inactive general collection materials scheduled to remain in Wilson Library.

7. To expand audio-visual collections and services and complete renovations in the Undergraduate Library for the Media Center.

Objective III

Facilities. To plan and coordinate the increased maintenance and repair programs which will be necessitated by the expanded buildings, grounds, facilities, equipment, and security requirements resulting from the opening of the new central library and the renovation of Wilson Library.

Goals

1. To plan and provide the maintenance, alterations and repairs to Wilson Library required to maintain operational effectiveness over a temporary period, with the knowledge that the use and facilities of the building will be substantially altered when departments move to the new central library and renovation takes place; provide required maintenance, alterations and repairs to House Undergraduate Library necessitated, in part, by expanding audio-visual services.

2. To plan and coordinate with Library staff and appropriate University Offices the development of detailed schedules for the purchase, delivery and installation of furniture and equipment to the new library.

3. To plan and coordinate with Library staff and appropriate University Offices detailed plans, schedules and procedures for moving personnel, equipment and library materials to the new central library.

4. To plan and coordinate with Library staff and appropriate University Offices the physical facilities planning necessary to install and integrate advanced technologies, such as computers, computer terminals, microform equipment, A-V equipment and telecommunications, throughout the University Library system and with associated institutions and networks.

5. To re-evaluate the security requirements of the new central library, the Undergraduate Library and the renovated Wilson Library, including the Special Collections departments; examine the latest security equipment and techniques available and install such systems as are determined to best fit the needs of the Library, including an electronic book detection system for the Undergraduate Library.

6. To carry out the University's energy conservation policies to the fullest extent possible consistent with the necessary preservation of valuable library materials.

7. In connection with the renovation of Wilson Library, to prepare plans for interim adjustments to facilities and operations which will insure minimal disruption to staff and patrons during the various phases of the rehabilitation of the building.

8. To plan a storage facility to be located in Wilson Library after the completion of the new central library that will provide for efficient and cost effective storage of little used material over a long period of time.

9. To operate and maintain facilities for handicapped patrons, including, in coordination with the N.C. Department of Human Resources, a Basic Rehabilitation Facility for visually impaired students.

Objective IV

Collection Development. To develop and maintain vigorous and discriminating programs for the identification, selection, and acquisition of library materials needed to fulfill the Library's major responsibilities of: (1) supporting the University's research and instructional programs; (2) providing for the information needs and general advancement of learning of the people of the state, region and nation, and (3) contributing to scholarship and the international community of scholars.

Goals

1. To seek to maintain adequately high levels of funding and to utilize judiciously the library materials budget (covering all classes of resources) in order to:

(a) assure the continuation of optimum levels of acquisition of current and retrospective resources;

(b) allow for continued active response to the report of deficiencies in the collections found in 1973-74 by the Collections Committee for the Library's Twenty-year Library Development Plan.

2. To continue to devise and implement selection programs sensitive to the existing and projected strengths of the collections as well as to the needs of teaching and research at the University; and to do so in terms of clear priorities, in order that all essential programs can continue to be maintained, even in times of adverse economic conditions.

3. To provide for the ordered expansion of the collection in the area of manuscripts and other non-book resources.

4. To cooperate and coordinate with appropriate members of the academic community, in particular departmental book chairman, departmental librarians and Library department heads and the committees of the Library Administrative Board, in the evaluation of the short and long term requirements of the collections, by such means as devising guidelines for the estimation of user needs and by monitoring the existing collection with a view to providing increased availability of those materials found to be in high demand.

5. To continue cooperation among departmental libraries and library departments in order to refine and implement procedures which will allow the selection, purchase, cataloging, and delivery of materials with increased efficiency.

6. To continue to explore and establish a framework for increased cooperation in collection development programs and to keep the community informed of such programs.

7. To define policy, develop and implement a time-phased plan for the proposed history of science collection.

8. To continue to monitor relative costs of all classes and formats of materials and to use this information to assure the most equitable distribution and allocation of funds among all budgeted units.

9. To continue to refine the current manual acquisitions procedures, and to examine new technologies, including commercially developed purchasing systems, in order to strive for the greatest efficiency in the acquisition of resources.

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Objective IV (cont.)

10. To give high priority to the study of means of preserving both the current collections and future acquisitions (including development of a disaster preparedness plan) and to obtain sufficient funding to establish a preservation program consonant with the needs of a major research library.

11. To review serials acquisitions, particularly with respect to the impact of their rising costs on the total library materials budget, and to continue to develop our international monograph and serials exchange programs as an economical means of acquiring foreign materials in specific subject areas.

Objective V

Cooperation. To explore and implement increased means for cooperation with other libraries on a regional, state, national and international basis with regard to collection development programs, reference and informational services, technical processes and interlibrary lending; particularly through the adaptation of computerized on-line systems.

Goals

1. To review cooperative agreements with other libraries and institutions in the areas of collection development, public and technical services and interlibrary and direct lending to determine their current applicability and whether or not changes are necessary; in particular, to explore the potentials of cooperative agreements with respect to serials acquisitions, and the sharing of equipment and services which are available on one campus only such as certain types of photographic services.

2. To design and develop the TULCC computerized bibliographic access system to be jointly operated by UNC, NC State and Duke including:

(a) development and operation of localized data bases;

(b) implementation of integrated bibliographic access operations;

(c) development of on-line catalogs.

3. As a member of TULCC, to continue to explore, plan and develop other cooperative ventures in resource sharing with particular emphasis on service to the scholars in the Research Triangle Area, and in other areas such as joint collection development programs, participation in regional and national network planning, etc; to determine and actively seek sources for funding required after 1980/81 to maintain programs under way.

4. To enhance our informational and reference services to the citizens of North Carolina by cooperating in the A.L.A. project to revise the interlibrary lending code and in the establishment of codes and guidelines for participation in the North Carolina State Library network, and by discussing and implementing increased cooperative efforts in library service through ULAC.

5. To participate to the fullest extent possible in the planning and/or operational use of national networks and cooperative projects for reasons of economy and improved service such as (a) the use of Solinet/OCLC for interlibrary lending; (b) the development of the proposed National Periodicals Center and the use of the Center for Research Libraries to reduce serial subscription costs.

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Objective VI

Personnel. To recruit and maintain a staff of highly qualified individuals capable of a sustained level of high performance; to accomplish this through active recruiting programs, effective screening and interviewing techniques, and programs for staff development and training which promote job satisfaction and provide promotional opportunities and other career incentives.

Goals

1. To promote and encourage professional activities which will lead to career enhancement and sharpen knowledge and skills useful in the job, such as publication, teaching and lecturing, developing and conducting workshops, attending workshops and professional meetings and serving as officials in professional associations.

2. To support and carry out, in an active manner, the University's anti-discrimination, equal opportunity and affirmative action programs.

3. To add staff needed by the new central library and expanding library programs and services as indicated in the Library's portion of the University Five-Year Plan.

4. To recruit and train employees to provide the special knowledge and skills necessary to work in an environment of increased automation of technical services, public services and budget accounting operations; including necessary retraining and transfer of employees displaced by automation.

5. To carry out programs for appropriate staff development at all levels of library employment.

6. To constantly strive to increase communications between and throughout all levels of the organization by such means as increasing the dialog between administrative and supervisory personnel and subordinate employees, resolving problems identified by the Communications Committee and other staff, broadening the participation of employees in committee work and special projects, maintaining documentation of policy and procedure through the Library Procedures Manual, and fully utilizing the performance evaluation system to maximize understanding between supervisors and their employees.

7. To review at periodic intervals the effectiveness and efficiency of the performance evaluation system and the EPA appointment/promotion system.

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Objective VII

Community Relations. To publicize and to promote awareness and use of the Library's resources and services on local, state, regional, and national levels, including its building programs, collection and service goals, and its funding needs.

Goals

1. To conduct a study to determine what areas of the Library need publicity and what means are best for achieving it; and to plan and initiate, as funds allow, a systematic publications program.

2. As the opening of the new central library approaches and the renovation of Wilson Library nears completion, to prepare brochures explaining these facilities and their collections.

3. To strengthen the Friends of the Library program and to encourage greater support for the enrichment of the Library's collections. To seek new contacts with friends and prospective donors.

4. To increase contact with the Library's constituencies through staff participation in campus, community, state, and professional activities.

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Objective VIII

Financial Management. To perform the financial analysis and conduct the short and long range planning essential to the determination of the financial needs of the Library and to the judicious use of funds received; to justify and obtain State funding required for meeting those needs; and to develop programs which will enhance the contribution of non-State resources such as trust funds and Federal and private grants to library financing.

Goals

1. To maximize efforts to obtain the funds necessary to meet Library collection development goals in a period of rising inflation and to provide an adequate funding level for those other operating expenses which are supportive of these collection goals.

2. To enhance the effectiveness of budgetary planning and budget justifications by continually refining the analysis of operational requirements and expenditure patterns.

3. To continue to refine systems for budgetary allocations, internal control of expenditures, and analysis and reporting of trust fund accounting.

4. To devise statistical methods for more accurately predicting the cost of acquisitions over a long range period.

5. To assist interested staff in seeking out University and outside grants for private research which will contribute to the improvement of library programs and services.

6. To re-evaluate and project changing operational needs resulting from the opening of the new central library and the expansion of the special collections departments in renovated Wilson Library and to reflect the budgetary impact of such needs in short and long range financial planning.

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Objective IX

Research. To encourage and support, at all levels of the Library's staff, a lively interest in the pursuit of inquiry, whether practical or theoretical in scope, with a view to the constant enhancement of the Library's programs and services and the professional growth of its staff.

Goals

1. To establish a means, through an advisory council representative of all levels of staff, of (a) exploring and defining areas of possible inquiry, particularly where individual research can lead to improvements in library operations through revisions in present programs or exploration of new programs, and (b) encouraging individuals within the staff to pursue promising lines of inquiry (1) by providing guidance for individuals who have identified and are pursuing particular projects, (2) by devising instructive presentations to explore the possibilities, problems, and methods of inquiry and research, and (3) by encouraging the active interchange of ideas through the presentation of projects in progress at staff meetings and in staff publications.

2. To provide time and financial support for research undertaken as wellaas for the publication of results through (a) the devising of an adequate released time program taking into consideration the priorities of job responsibility and maintenance of library service; and (b) the provision of Library funds specifically designated for the purpose, and aid and guidance in applying for on- and off-campus grants.

Objective X

Intellectual Freedom. To uphold the principles of the Library Bill of Rights and the Freedom to Read Statement adopted by the Council of the American Library Association.

The texts of these two statements are attached. The Library affirms its belief in these statements and will resist any action that might result in censorship or other infringements of intellectual freedom. The Library is committed to making its Collections accessible to all citizens regardless of race, creed, sex, national origin or physical impairment.

REFERENCE AND INSTRUCTIONAL SERVICES DIVISION

MISSION: The primary mission of the Reference and Instructional Services Division is to provide lending, reference, research and instructional services to support the needs of the academic community and fulfill statewide responsibilities. The Division will strive to achieve this mission by using existing personnel in the most economical manner and utilizing technological developments to improve services and ensure cost-effective operations.

OBJECTIVE I: Maintain a level of reference information and research service capable of meeting the reference information and research needs of the academic community.

In order to achieve this objective we will have to maintain the present level of staffing at most reference and information desks and make minor adjustments in several areas as necessitated by budgetary limitations. We will also continue to develop computer-based literature searching as an integral part of reference services and as far as possible use automated systems to ensure efficient delivery of needed materials.

OBJECTIVE II: Develop and make accessible collections that will strive to support in most instances the reference, informational, instructional and research needs of the academic community.

In order to achieve this objective we will work closely with faculty in selection of materials taking the initiative wherever necessary to maintain scope and proper balance. We will develop closer relationships with the Collection Development Coordinator and Technical Operations and involve more Library faculty in the selection process. Another goal will be to continue to inform the academic community by issuing acquisitions lists and other bibliographical aids.

OBJECTIVE III: Provide library instruction with careful consideration given to balancing the needs of reference and research services with the demands of the instructional program.

In order to achieve this objective we will need to plan far enough ahead (two or three terms preferably) when undertaking teaching of credit courses.

OBJECTIVE IV: Provide opportunities for personnel enrichment through training programs and other related activities.

OBJECTIVE V: Participate actively in development of plans affecting future status of card catalogs.

OBJECTIVE VI: Advocate Library-wide policy on acquisition, organization and servicing of spoken word recordings and other non-print materials.

OBJECTIVE VII: Evaluate present use and role of Black Studies Room with possible consideration of integrating its materials into the general collection and encouraging use of other facilities on Campus to perform its present function.

In order to achieve this objective, in part, we will confer with appropriate officials of the Robeson Center to discuss the possibility of developing in that facility a black studies reading room. We will also monitor the use of the Room on a regular basis.

CHN/dlb

FIVE YEAR PLAN

for

TECHNICAL OPERATIONS

MISSION AND GOALS

The mission of Technical Operations is to acquire, process, organize, and control scholarly and general monographs, microforms, periodicals, serials, and other library materials, and to provide service in their use, to the Pennsylvania State University at all its campuses. This mission will be fulfilled as efficiently and effectively as possible, utilizing the latest in library technology, making the fullest use of available personnel resources, and in coordination with important developments in the academic library world.

Acquisitions Department Goals

To identify, acquire, and process as quickly as possible those materials necessary to support the teaching and research mission of the University at all its campuses and to promptly process items relating to their purchase:

1. placing orders quickly and efficiently, maintaining a steady flow of materials relating to the order process;

2. keeping current the activities relating to receiving - handling of invoices, claims, cancellations, correspondence, walk-in requests, and checking-in materials;

3. maintaining an average of a one-week backlog in searching pre-order requests, revising as quickly as possible, processing Cataloged as Separate materials as quickly as possible, and pre-order searching the Public Catalog, the In-Process File, names in the Name Authority File, and series in the Series Authority File and in OCLC;

4. acquiring materials through gifts and exchange as much as possible and keeping related activities current - searching, processing, and handling correspondence;

5. keeping a steady flow of materials and maintaining related activities up to date for the Commonwealth Campus Libraries.

Catalog Department Goals

1. To catalog and classify library materials for all Penn State libraries with dispatch and quality, in established priority order: a.) Rush, b.) Specific requests by faculty, c.) Books and other materials in English printed within the last two years, d.) Books and other materials in other languages within the last two years, e.) Materials produced within the last twenty years, and f.) Collections and gifts.

2. To make use of OCLC with the utmost efficiency: a.) accept Library of Congress copy except for obvious errors and b.) accept member copy unless it is in error or in conflict with Penn State established entries or when appropriate information has not been included in the record.

Catalog Department Goals (cont.)

3. To maintain the integrity and accuracy of the main public catalog, the Branch Library catalogs, and the satellite catalogs as long as they are active and until they are closed as a result of automation.

Serials Department Goals

1. To monitor the quality of the serial collection in order to insure its support for the teaching and research needs of the University and its academic programs. This includes monitoring the ordering of new titles and the cancelling of old.

2. To purchase, process, and preserve, either by binding or by acquiring on microfilm those serial and periodical titles needed to support the academic programs of the University.

3. To catalog as promptly as possible serials, periodicals, microforms, and analytics for addition to the Libraries' collection, conforming to national standards necessary for participating in networks.

4. To maintain an accurate and comprehensive Central Serial Record of all serial and periodical holdings in the University Park system.

5. To provide a basic reference service and an interpretation of the Central Serial Record in order to assist the patron either in person or by phone.

6. To compile a machine readable list of the Libraries' serial holdings and to keep it up to date, with the eventual goal of integrating the serial holdings data base into an on-line system compatible with LIAS, with the capability of making corrections and additions, and giving current issue and binding information.

7. To monitor the financial expenditures for serials and periodicals through maintenance of an automated system of accounting, and to expand this system to continously monitor expenditures and obtain records by fund, language, vendor, country of origin, location, and subject, and provide the necessary statistical reports.

RESOURCES AND SERVICES OBJECTIVES

The major priority for this year is to eliminate the backlog of current materials in Technical Operations and to resolve the problems existing in Catalog Maintenance. The intention is to develop the capability to prevent further backlogs but without eliminating essential services.

1977/78

1. Adopt pre-authority file checking to reduce the number of errors and discrepancies, to eliminate the need for librarians to revise the author/title section of the public catalog, and to allow cataloging assistants to do more with member copy (OCLC).

2. Reduce numbers of cards produced for satellite and branch catalogs - such as cross-references, name information cards, cards produced for other locations, for example, the Reference Department receives cards for Documents and Maps, etc. (This will eliminate approximately 5,000 cards per year.)

3. Cease cataloging books for the Undergraduate Library. (It is estimated that this will save at least $3,000 in personnel costs from the Cataloging Department wage budget.)

4. Cancel $4,000 of UGL subscriptions.

5. Collapse two vacant library assistant positions and one vacant librarian position.

6. Cease or reduce the reclassification of monographs and transfer the staff to the Catalog Maintenance section.

7. Transfer two vacant grade 5 positions from the Serials Department to Systems Development to begin input of the LC shelf list.

8. Schedule use of OCLC terminals on Saturdays.

1978/79

1. Reduce clerical and professional staff to reflect the reduced amount of acquisition and cataloging activity, if necessary.

2. Reduce the number of staff in Catalog Maintenance as a result of a one-year catch-up effort and the effects of LIAS input.

3. Expand the use of Limited Cataloging (LimCat.)

4. Cancel $4,000 in serials and newspaper subscriptions.

1979/80

As a result of the implementation of LIAS: 1.) cease maintaining all satellite catalogs in Pattee and 2.) cease maintaining all Branch library catalogs.

1980/81

Close the Public Catalog

Reduce the staff as a result of an automated acquisitions and accounting system. Close the card catalogs at the Commonwealth Campus libraries.

PERSONNEL OBJECTIVES

1977/78 Overall Objective is a 3 percent reduction ($37,357)

1979/80 Overall Objective is a 2 percent reduction

By transfer and collapse of vacant positions and reduction of wage budgets, reduce the number of personnel to reflect the impact of LIAS implementation.

1980/81 Overall Objective is a ? percent reduction

The closing of the Public Catalog will allow a reduction in staff responsible for producing and maintaining catalog cards.

1981/82 Overall Objective is a ? percent reduction

The implementation of an automated accounting and acquisitions system will result in further personnel reductions in these areas.